

Workforce Report FY 2002-2003

Colorado Department of Personnel & Administration

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DPA

What might the state personnel system workforce look like five or 10 years from now? What challenges and obstacles may the State of Colorado face as an employer? What are we doing and must we do in order to prepare for the changes?

One certainty is that our employer, the public, is expecting more of its government and demanding more accountability. The state workforce will continue to have to do more with less, and the data in this report show that we already are. Comparing 1990 and 2000 census data, relatively fewer state employees are serving more Colorado residents. In 1990 there was one state employee to every 160 Colorado residents. In 2000 there was one state employee to every 174 Colorado residents.

Another certainty is that we could lose almost 40% of our workforce in the next decade, almost 30% in the next five years alone. This creates at least four big challenges: reevaluating what work we do and how we do it; creating a recruitment and retention strategy that attracts and retains the right talent; developing our future leaders; and, protecting ourselves against the impending loss of institutional knowledge.

Our statewide human resource initiatives are addressing these challenges. Governor Owens' Civil Service Reform Commission is evaluating the way the state personnel system works and is making the necessary recommendations to help the system meet the changing business needs of the 21st century. Recent total compensation reform moves us closer to providing employees a truly competitive compensation package. This in turn will help us attract and retain the right people.

Other strategic initiatives, such as pooled paid time off, broadbanding, and performance salary increases will provide greater personal and managerial flexibility and accountability. We must continue to create better ways to develop our future leaders and help ensure that we do not lose the invaluable knowledge of those nearing retirement. What the state personnel system looks like in a decade will be a direct reflection of the choices we make today.



Troy A. Eid

Executive Director, Colorado Department of Personnel & Administration

The state personnel system workforce can be measured by positions, full-time equivalent (FTE), or employees. A position is a distinct set of job duties or assignments. FTE is the budgetary equivalent of one permanent position based on 2,080 working hours per fiscal year. Employees are the actual people working in the personnel system; however, payroll numbers do not necessarily equate to number of employees because an employee may receive more than one check. The data in this report measures employees as further defined below.

Unless otherwise annotated, data include only permanent full-time and part-time employees in the state personnel system (other non-system employees such as higher education institutions' administration and faculty, judicial system employees, and employees of the legislative branch are not included). Data also do not include one large public university Colorado State University-Fort Collins. The Colorado fiscal year (FY) runs from July 1 until June 30. FY 2002-2003 data in this report are based on a June 30, 2003 download from EMPL, the state personnel system employee data base, and data provided by the University of Colorado (CU).

General department data includes the Governor's Office and the State Auditor's Office, but does not include the Colorado Commission on Higher Education, which is a part of the data on higher education institutions. There is no data for the Council on the Arts because it has no state personnel system employees. Except for turnover data, statistics for the Trustees of the State Colleges, which was abolished by the legislature July 1, 2003, is not included in the report. The University of Southern Colorado was renamed Colorado State University - Pueblo on July 1, 2003. For purposes of this report, it will be called University of Southern Colorado. The state has 10 occupational groups; however, the State Auditor's Office Auditors (part of the Financial Services group) are broken out as a separate group because they have their own pay plan. EEOC job categories are not the same as the state's occupational groups.

Average is used as the arithmetic mean, the value of all the entries in a set of data divided by the number of entries; median is the middle value in a set of data, meaning there is an equal number of values above it and below it. Due to rounding, percent totals may not always equal 100 percent.

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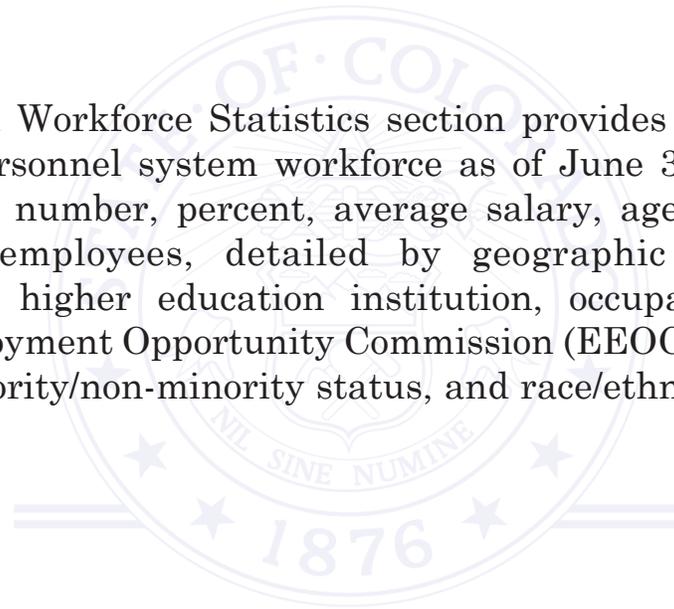
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1. GENERAL WORKFORCE STATISTICS

The General Workforce Statistics section provides a snapshot of the state personnel system workforce as of June 30, 2003. Data includes the number, percent, average salary, age and years of service of employees, detailed by geographic distribution, department, higher education institution, occupational group, Equal Employment Opportunity Commission (EEOC) job category, gender, minority/non-minority status, and race/ethnicity.



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1. GENERAL WORKFORCE STATISTICS

STATEWIDE HIGHLIGHTS

Statewide Highlights

General Statistics	
United States Population (1)	288,368,698
Colorado Population (1)	4,506,542
Population Rank (1)	22nd
Colorado Labor Force (2)	2,182,000
Profile of State Personnel Employees as of June 2003	
Number of Employees	29,740
Average Age	45.3 years
Average Length of Service	9.7 years
Average Annual Salary	\$46,438
Percent Minorities	26.6%
Percent Females	48.1%
Percent Eligible to Retire within five years (Includes those currently eligible to retire)	28.2%
Annual Turnover Rate	11.4%

(1) U.S. Census Bureau Population Estimates effective July 1, 2002:
<http://eire.census.gov/popestdata/states/tables/ST-EST2002-01.php>

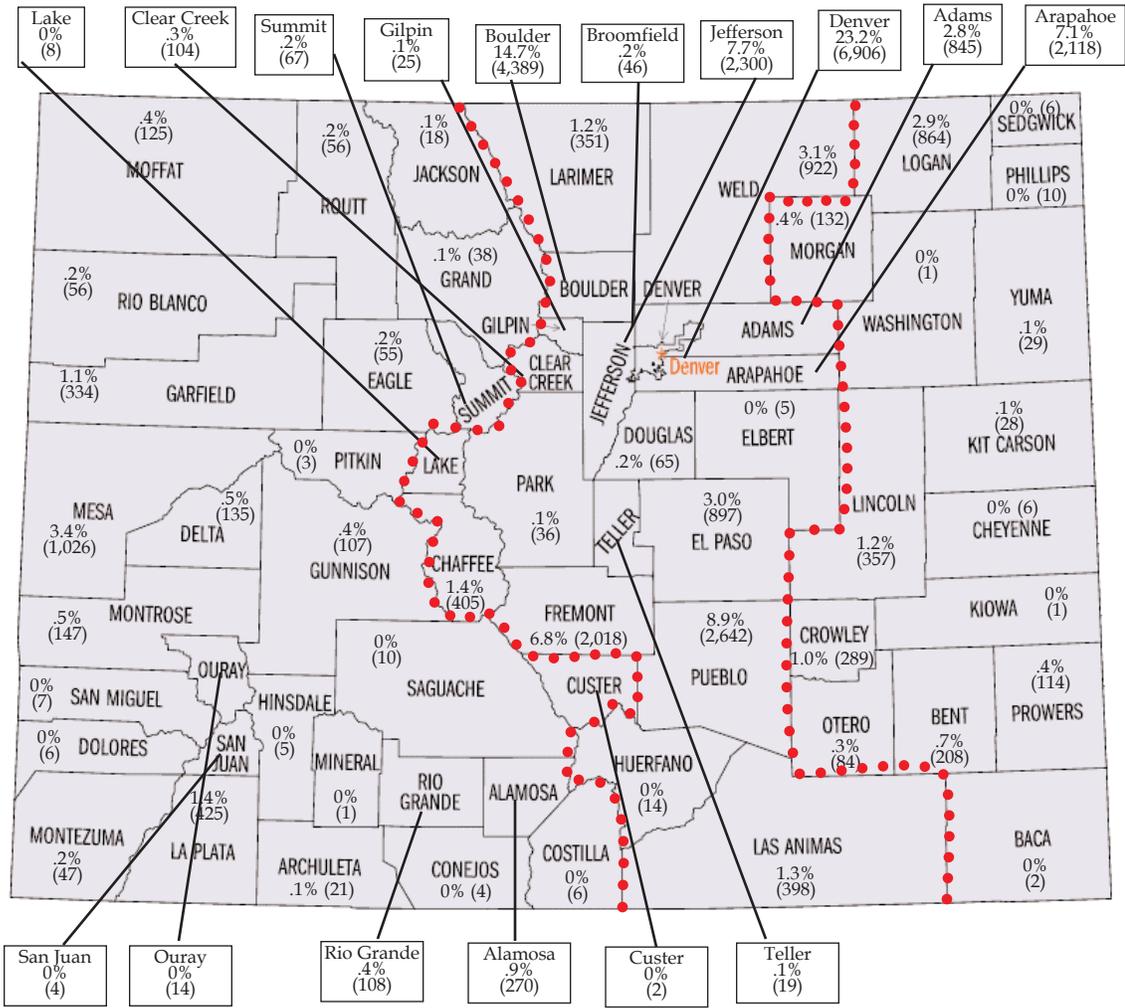
(2) Colorado Labor Force: <http://bls.gov/news/release/laus.t05.htm> (9/2003)

Comparing 1990 census data and 2000 census data, relatively fewer state employees are serving more Colorado residents as of 2000.

In 1990 there was one state employee to every 160 Colorado residents. In 2000 there was one state employee to every 174 Colorado residents.

1. GENERAL WORKFORCE STATISTICS

Percent and Total Number of Employees by County



COUNTIES

The state has employees in all 64 counties.

More than 80% of employees work in the Front Range - an area that includes 21 counties in the central portion of the state delineated in red (dots) on the map. More than half (56%) work in the Denver/Boulder metro area (Denver, Boulder, Broomfield, Jefferson, Adams, Arapahoe, and Douglas).

1. GENERAL WORKFORCE STATISTICS

Number of Employees, and Average Annual Salary, Age & Years of Service

Department	Number of Employees	Average Annual Salary	Average Age	Average Years of Service
DEPT OF AGRICULTURE	234	\$50,012	47.9	12.5
DEPT OF CORRECTIONS	5,474	\$47,059	43.6	7.5
DEPT OF EDUCATION	152	\$41,071	46.8	9.6
DEPT OF HEALTH CARE POLICY & FINANCE	179	\$57,199	44.3	5.8
DEPT OF HUMAN SERVICES	5,284	\$44,185	45.2	9.4
DEPT OF LABOR & EMPLOYMENT	1,081	\$51,057	47.6	10.5
DEPT OF LAW	133	\$49,555	46.6	8.8
DEPT OF LOCAL AFFAIRS	154	\$59,168	46.9	10.2
DEPT OF MILITARY & VETERANS AFFAIRS	91	\$46,904	47.4	6.9
DEPT OF NATURAL RESOURCES	1,350	\$55,881	45.3	12.3
DEPT OF PERSONNEL & ADMINISTRATION	531	\$52,498	45.9	10.7
DEPT OF PUBLIC HEALTH & ENVIRONMENT	1,085	\$59,318	46.0	9.7
DEPT OF PUBLIC SAFETY	1,248	\$53,699	40.6	10.2
DEPT OF REGULATORY AGENCIES	496	\$59,670	48.5	11.0
DEPT OF REVENUE	1,352	\$48,710	46.9	11.6
DEPT OF STATE	101	\$45,161	42.9	5.7
DEPT OF TRANSPORTATION	3,097	\$48,706	45.8	11.5
DEPT OF TREASURY	22	\$56,002	45.7	10.0
GOVERNOR'S OFFICE	7	\$61,982	50.8	10.1
STATE AUDITOR'S OFFICE	55	\$61,230	36.2	5.5

DEPARTMENTS

"Colorado lost 44,800 jobs in the 18 months following the 2001 U.S. recession, and the country as a whole lost nearly 1 million." (Denver Post, September 4, 2003)

The total number of employees for general government declined by 168 in comparison to the same time last year.

Seven of the 20 departments experienced some job growth.

The Department of Corrections experienced the largest loss of employees - 232.

1. GENERAL WORKFORCE STATISTICS

Number of Employees, and Average Annual Salary, Age & Years of Service

Institution	Number of Employees	Average Annual Salary	Average Age	Average Years of Service
COLORADO COMMISSION ON HIGHER EDUCATION	4	\$38,898	50.9	17.1
COLORADO HISTORICAL SOCIETY	40	\$37,013	45.0	10.2
COLORADO STUDENT LOAN PROGRAM	113	\$38,430	45.5	8.2
ADAMS STATE COLLEGE	100	\$33,990	44.8	10.5
ARAPAHOE COMMUNITY COLLEGE	123	\$35,266	45.1	6.7
AURARIA HIGHER EDUCATION CENTER	286	\$36,064	45.8	9.4
COLORADO COMMUNITY COLLEGE SYSTEM	91	\$50,289	45.7	11.0
COLORADO NORTHWESTERN COMMUNITY COLLEGE	40	\$31,508	42.2	8.5
COLORADO SCHOOL OF MINES	264	\$41,859	47.6	9.5
COMMUNITY COLLEGE OF AURORA	56	\$37,615	45.8	8.5
COMMUNITY COLLEGE OF DENVER	55	\$39,755	45.3	10.9
FORT LEWIS COLLEGE	186	\$37,776	46.8	8.7
FRONT RANGE COMMUNITY COLLEGE	243	\$33,648	45.8	7.0
LAMAR COMMUNITY COLLEGE	20	\$30,558	50.3	9.8
LOWRY HIGHER EDUCATION CENTER	34	\$34,452	45.5	6.5
MESA STATE COLLEGE	111	\$32,572	47.7	8.1
METROPOLITAN STATE COLLEGE OF DENVER	236	\$44,590	45.4	11.2
MORGAN COMMUNITY COLLEGE	25	\$29,266	46.1	5.9
NORTHEASTERN JUNIOR COLLEGE	54	\$29,855	49.7	11.1
OTERO JUNIOR COLLEGE	32	\$29,336	44.6	11.8
PIKES PEAK COMMUNITY COLLEGE	219	\$37,878	44.1	8.2
PUEBLO COMMUNITY COLLEGE	107	\$32,132	46.6	8.9
RED ROCKS COMMUNITY COLLEGE	96	\$35,481	45.5	7.8
TRINIDAD STATE JUNIOR COLLEGE	55	\$32,425	48.6	13.7
UNIVERSITY OF COLORADO - ALL CAMPUSES	4,266	\$40,097	45.9	9.6
UNIVERSITY OF NORTHERN COLORADO	547	\$37,238	47.2	10.8
UNIVERSITY OF SOUTHERN COLORADO	137	\$38,063	47.7	13.4
WESTERN STATE COLLEGE	72	\$38,775	47.0	11.8

HIGHER EDUCATION INSTITUTIONS

The University of Colorado is included in the Workforce Report for the first time.

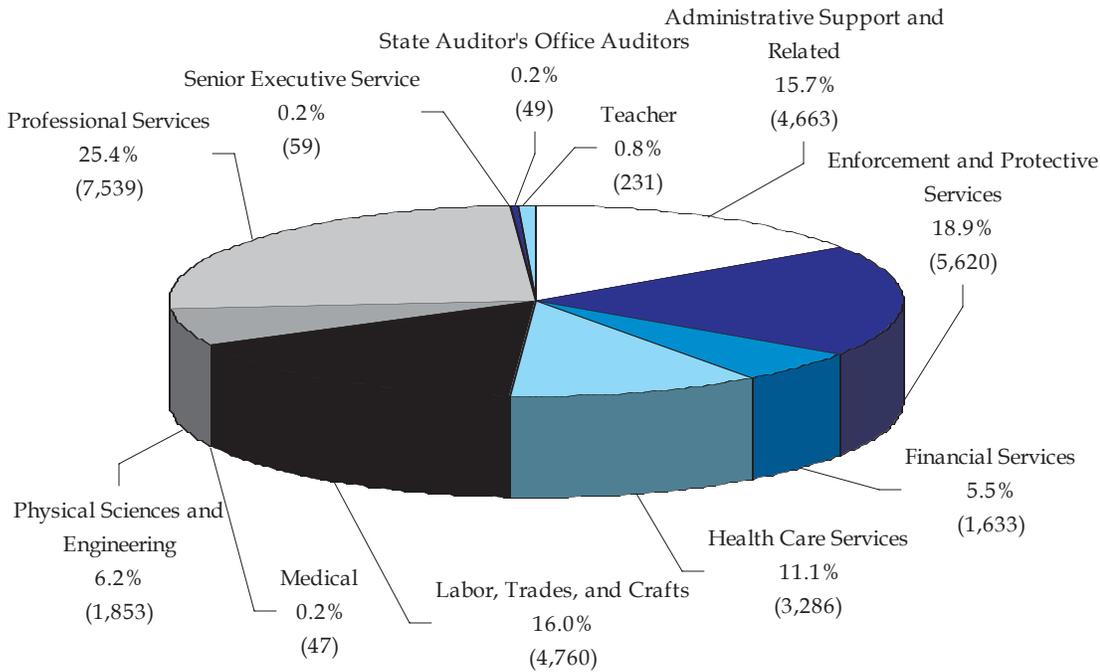
All but six institutions saw a decrease in the number of employees this year.

Although the data show that employees of higher education institutions have lower average annual salaries, faculty and administrators are exempt from the state personnel system and are not included in the data.

Colorado Council of the Arts and the Trustees of State Colleges no longer have any employees in the state personnel system (as of 6/30/03).

1. GENERAL WORKFORCE STATISTICS

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

Occupational Group	Average Annual Salary	Average Age	Average Years of Service
Administrative Support and Related	\$33,628	46.2	8.8
Enforcement and Protective Services	\$47,925	41.6	7.9
Financial Services	\$50,749	46.3	10.8
Health Care Services	\$42,060	45.1	7.9
Labor, Trades, and Crafts	\$34,623	46.3	9.4
Medical	\$117,232	49.8	6.6
Physical Sciences and Engineering	\$65,603	45.8	12.3
Professional Services	\$55,953	46.5	11.6
Senior Executive Service	\$110,472	51.2	14.9
State Auditor's Office Auditors	\$61,950	34.4	4.8
Teacher	\$45,734	47.3	7.7

OCCUPATIONAL GROUPS

Many of the state's occupations require a baccalaureate or specialized training.

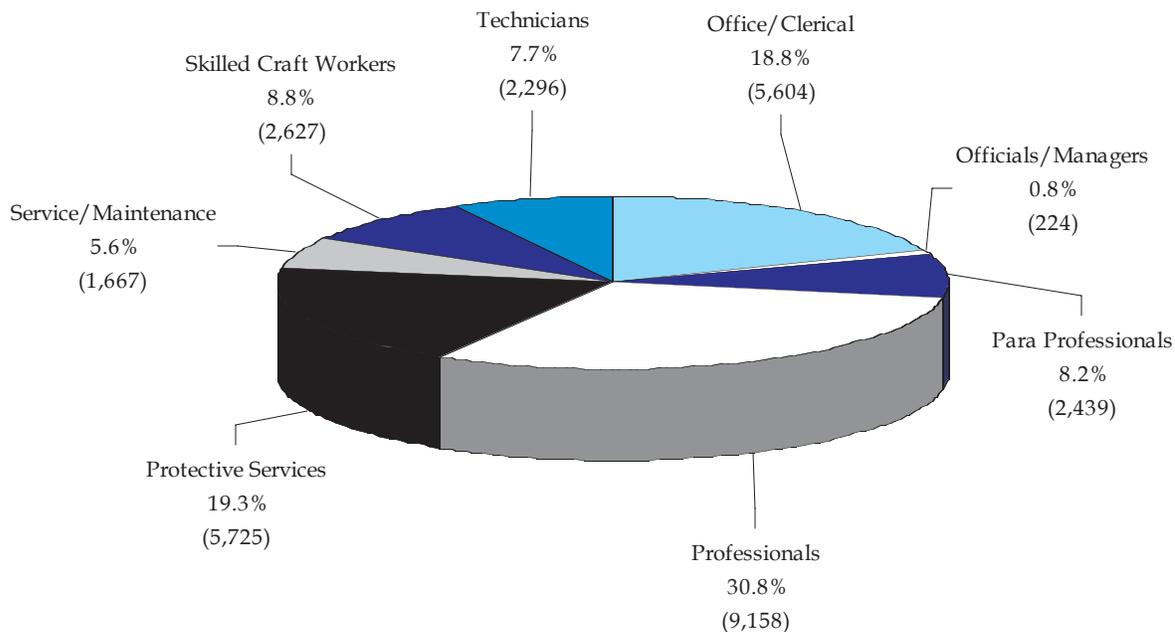
Occupational group employee growth comparisons to last year will not be accurate because the University of Colorado System (CU) data was not included in last year's report.

Senior Executive Service (SES) and Medical group employees have the highest average salaries; however, they make up less than half a percent (.36%) of the total workforce.

Average age of employees in Enforcement and Protective Services, Health Care Services and State Auditor's Office Auditors is younger than the statewide average of 45.3.

1. GENERAL WORKFORCE STATISTICS

Percent and Number of Employees



EEOC JOB CATEGORIES

On average, the Officials/Managers category, which includes the state's SES occupational group and the top-level positions from the Professional Services occupational group, are 6.2 years older than the statewide average of 45.3.

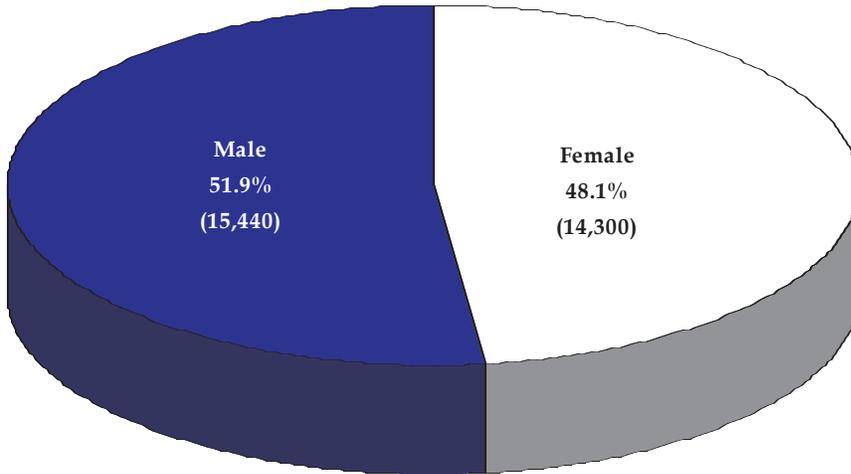
Employees in the Protective Services and Technicians categories have an average age lower than the statewide average.

Average Annual Salary, Age & Years of Service of Employees

EEOC Job Category	Average Annual Salary	Average Age	Average Years of Service
Office/Clerical	\$35,275	46.4	9.4
Officials/Managers	\$101,118	51.5	14.9
Para Professionals	\$41,524	45.6	10.5
Professionals	\$62,097	46.8	11.3
Protective Services	\$46,469	41.6	7.8
Service/Maintenance	\$24,792	46.5	8.2
Skilled Craft Workers	\$40,434	46.4	10.2
Technicians	\$33,617	42.8	7.6

1. GENERAL WORKFORCE STATISTICS

Percent and Number of Employees



Average Annual Salary, Age & Years of Service of Employees

Gender	Average Annual Salary	Average Age	Average Years of Service
Female	\$43,272	45.6	9.4
Male	\$49,369	45.0	9.9

GENDER

There has been a 2.1% increase in the female workforce over last year. This may be attributable to the inclusion of CU data this year.

Average years of service has remained constant at 9.9 for males and risen from 9.0 to 9.4 for females as compared to last year's report.

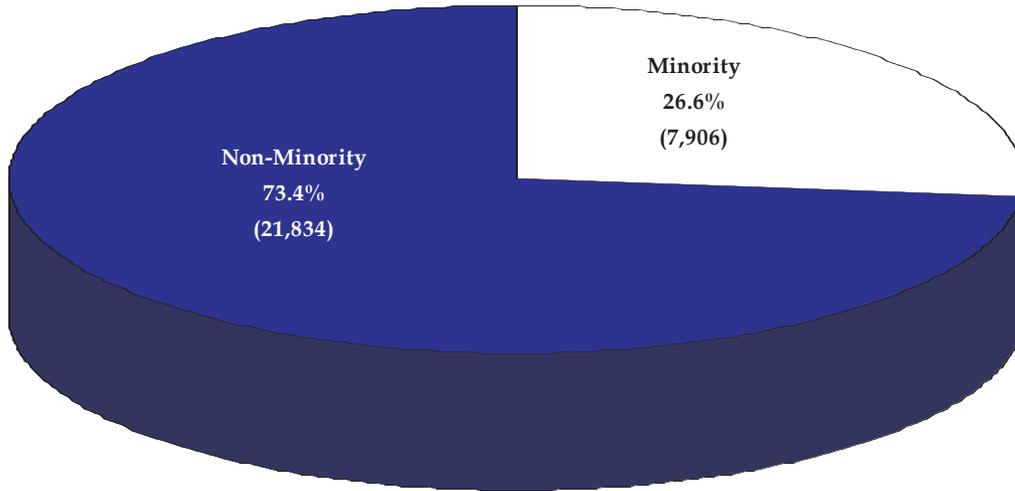
The overall statewide average is 9.7.

On average, men continue to make more than women; however, female average salary increased by 2.5% since last year while male average salary increased by only 1.9%.

Average age of female and male employees has increased slightly over the past year.

1. GENERAL WORKFORCE STATISTICS

Percent and Number of Employees



**MINORITY/
NON-MINORITY**

Average salary for minorities increased by only .2% last year while average salary for non-minorities increased by 2.75%.

Combined, the average age and years of service of minorities is 3.1 years less than that of non-minorities. Last year the difference was 2.8 years.

There are 2% more minority employees than last year.

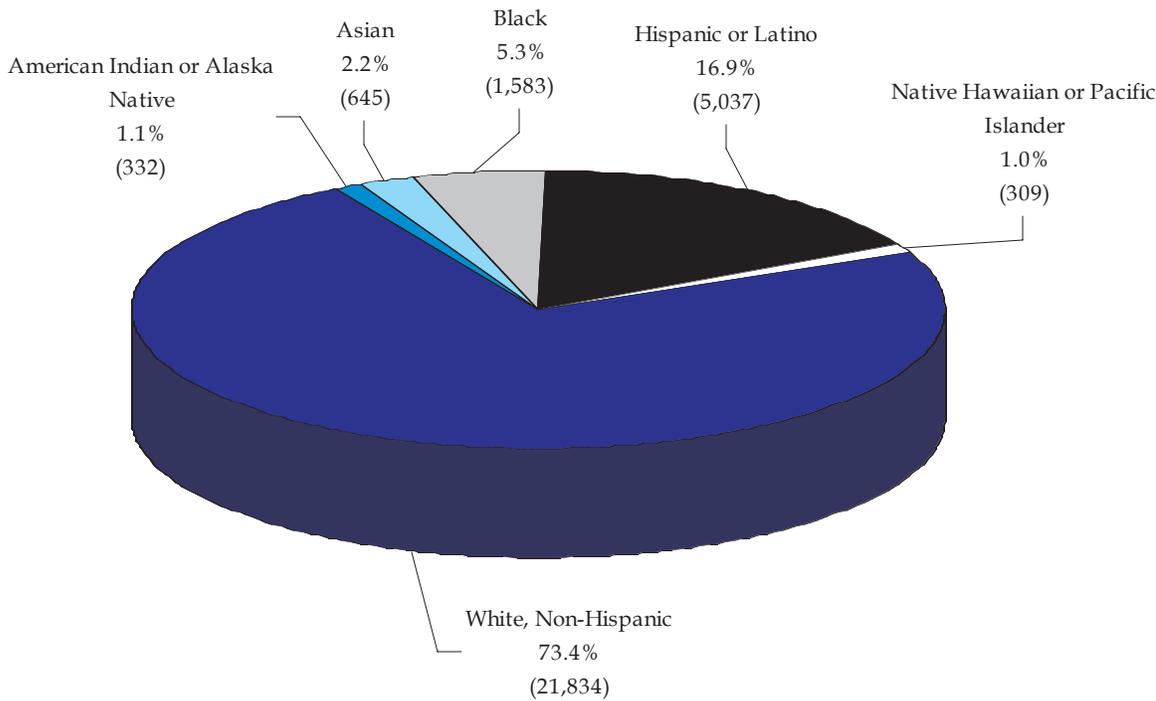
Average Annual Salary, Age & Years of Service of Employees

	Average Annual Salary	Average Age	Average Years of Service
Minority	\$40,755	43.7	9.0
Non-minority	\$48,495	45.9	9.9

1. GENERAL WORKFORCE STATISTICS

RACE/ETHNICITY

Percent and Number of Employees



The average age for all racial/ethnic groups, except White, Non-Hispanic, is lower than the statewide average of 45.3.

The average salary for all racial/ethnic groups, except White, Non-Hispanic, is lower than the statewide average of \$46,438.

Average Annual Salary, Age & Years of Service of Employees

Ethnicity	Average Annual Salary	Average Age	Average Years of Service
American Indian or Alaska Native	\$43,265	44.2	8.7
Asian	\$43,935	44.4	10.0
Black	\$41,533	44.4	8.4
Hispanic or Latino	\$40,334	43.4	9.5
Native Hawaiian or Pacific Islander	\$34,285	41.1	1.9
White, Non-Hispanic	\$48,495	45.9	9.9

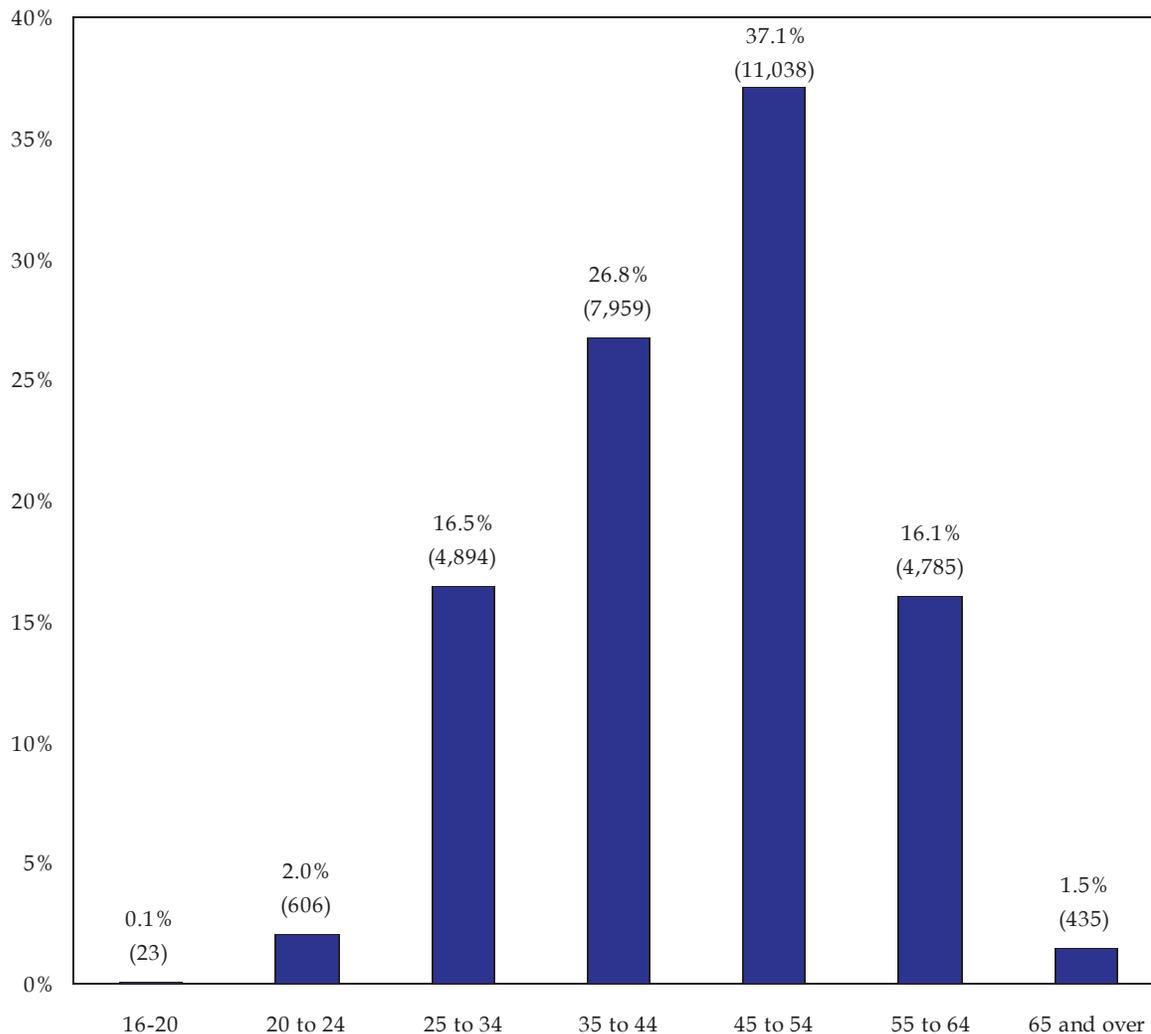
The Workforce Trends section closely tracks the state's aging workforce by analyzing potential retirement. Much has been published recently about the aging workforce, and this issue poses succession planning challenges for the State of Colorado as an employer.

Historically, the number of employees eligible to retire in the next five years was estimated by identifying those employees with a combined age and years of service of 70 or more. This year, employees were categorized by age and years of service to the categories in the well-known Public Employees Retirement Association (PERA) chart. This chart clearly illustrates those who are now eligible for full retirement, those who are currently eligible for reduced retirement and those who will be eligible for full retirement in the next 1 to 5 years. This does not take into account those employees who have purchased, are purchasing, or will purchase service credit or who have worked for other PERA employers. Employees are eligible for reduced PERA retirement at age 55 with 20 years of service and full retirement when their combined age and years of service equal 80 (minimum 50 years of age).

Turnover and job growth data are also detailed in this section. State turnover is defined as separations from state employment, including employee and employer initiated separations, layoffs, retirements, and deaths. The state excludes transfers (unless otherwise noted) because they are still considered employees of state government.

2. WORKFORCE TRENDS

Percent and Number of Employees by Age Group



RETIREMENT PROJECTIONS

According to Bureau of Labor Statistics, the median age of the US labor force will approach 41 years by 2008 - a very high level by historical standards. By comparison, the current state employee median age is 46.2. Average age is 46.3.

More than half (54.7%) of state personnel system employees are 45 or older.

The number of state personnel system employees that are working past the traditional age of retirement (65) has grown from 1.1% to 1.5%.

The percentage of state personnel system employees that are younger than 35 has dropped from 19.5% last year to 18.6% this year.

The average age of new hires is 39.9 years.

2. WORKFORCE TRENDS

Number of Employees Nearing Retirement Based on Combined Age and Years of Service

	Age																Total Employees											
	Years of Service	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59		60	61	62	63	64	65	66				
<1											37	49	23	17	17	16	11	1	5	3	5	5	189					
1											51	43	28	24	28	15	20	13	2	7	5	11	247					
2											48	55	37	34	29	22	11	14	10	3	5	12	280					
3											48	41	28	25	24	19	12	10	9	7	1	17	241					
4											42	40	30	26	21	20	13	12	7	8	7	9	235					
5											43	25	24	22	16	17	17	12	13	3	7	12	211					
6											32	33	23	13	22	23	9	11	13	6	5	9	199					
7											23	22	23	10	15	18	7	9	8	6	4	11	156					
8											28	24	21	18	22	15	10	8	9	9	5	9	178					
9											32	28	27	17	31	15	8	11	9	13	7	13	211					
10											32	37	23	22	13	24	18	10	8	4	3	16	210					
11											24	19	9	12	11	14	13	6	3	3	9	5	128					
12											28	38	25	19	19	25	11	6	12	6	5	21	215					
13											31	41	19	21	15	20	13	6	13	6	3	14	202					
14											33	42	18	25	20	20	15	13	8	9	4	8	215					
15											46	41	64	36	36	34	32	25	28	15	17	15	13	8	3	4	12	429
16											23	36	43	37	36	26	33	22	14	14	17	20	8	7	7	3	12	358
17											43	44	20	40	34	24	32	23	19	9	10	9	7	8	6	1	10	339
18											37	37	34	34	27	33	25	18	18	10	14	9	8	8	5	5	8	330
19											30	26	29	30	21	27	24	16	21	14	15	5	7	8	3	3	12	291
20	20	28	19	28	27	21	26	25	19	27	19	30	13	15	13	11	4	5	7	2	4	6	369					
21	26	35	27	29	31	31	20	22	15	21	9	13	12	8	10	5	5	5	7	7	3	4	345					
22	24	27	26	31	36	27	17	21	26	25	15	18	14	16	3	11	6	6	4	4	3	9	369					
23	23	36	36	30	32	27	23	35	29	27	19	20	15	15	9	11	10	9	5	1	4	8	424					
24	19	19	36	32	32	28	21	29	17	27	19	25	11	13	11	4	8	2	2	2	2	11	370					
25	12	16	20	25	24	28	24	11	15	16	11	17	13	8	9	8	7	5	2	1	3	6	281					
26	9	7	12	15	36	28	34	16	28	16	20	23	6	7	8	6	5	2	1	5	1	5	290					
27	6	15	9	10	26	18	24	24	17	22	18	15	8	11	3	6	3	2	2	7		5	251					
28	1	4	12	12	20	18	29	21	20	25	19	15	10	8	9	10	4	5	1	3	2	6	254					
29			8	13	17	12	10	16	22	25	24	13	10	4	5	4	2	1		2	1	4	193					
30			1	1	5	3	11	15	6	11	7	5	6	4	5		1	2	2	4	1	3	93					
>30			1	1	5	6	10	15	18	30	35	12	20	22	25	9	15	9	11	6	18	268						

Not eligible now or in the next 5 years

Totals

Eligible for Full Retirement Now						8	17	25	21	29	129	148	91	106	94	101	69	74	66	70	121	311	1,480
Eligible for Reduced Retirement Now						104	121	88	102	104	81	81	39	23	13	247	157	108	98	65			1,431
Retirement Eligible in 1-5 years	140	187	206	227	287	313	291	322	283	281	676	683	462	405	365	109	84	62	46	31			5,460
Totals	140	187	206	227	287	425	429	435	406	414	886	912	592	534	472	457	310	244	210	166	121	311	8,371

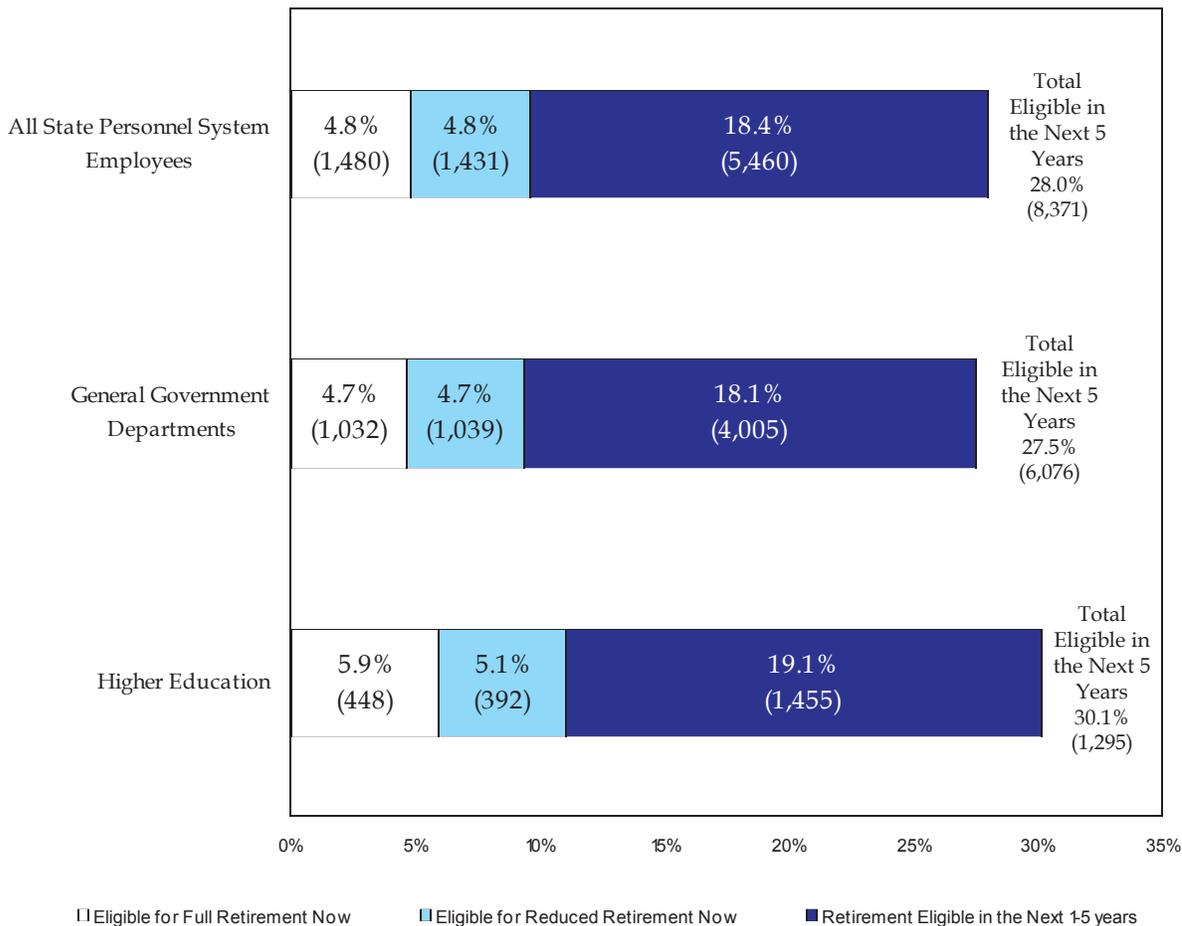
RETIREMENT PROJECTIONS

Traditionally, employees retire when they become eligible for Social Security around age 65; however, the retirement age of employees in the state personnel system is around age 55 when many employees become eligible for retirement under the Public Employees Retirement Association (PERA).

This does not reflect those employees who may have purchased service credit or who have worked for other PERA employers.

2. WORKFORCE TRENDS

Percent and Number of Retirement Eligible Employees in the Next Five Years



*8,371 employees are eligible to retire in the next five years. Percentages are based on total employees within each group.

RETIREMENT PROJECTIONS

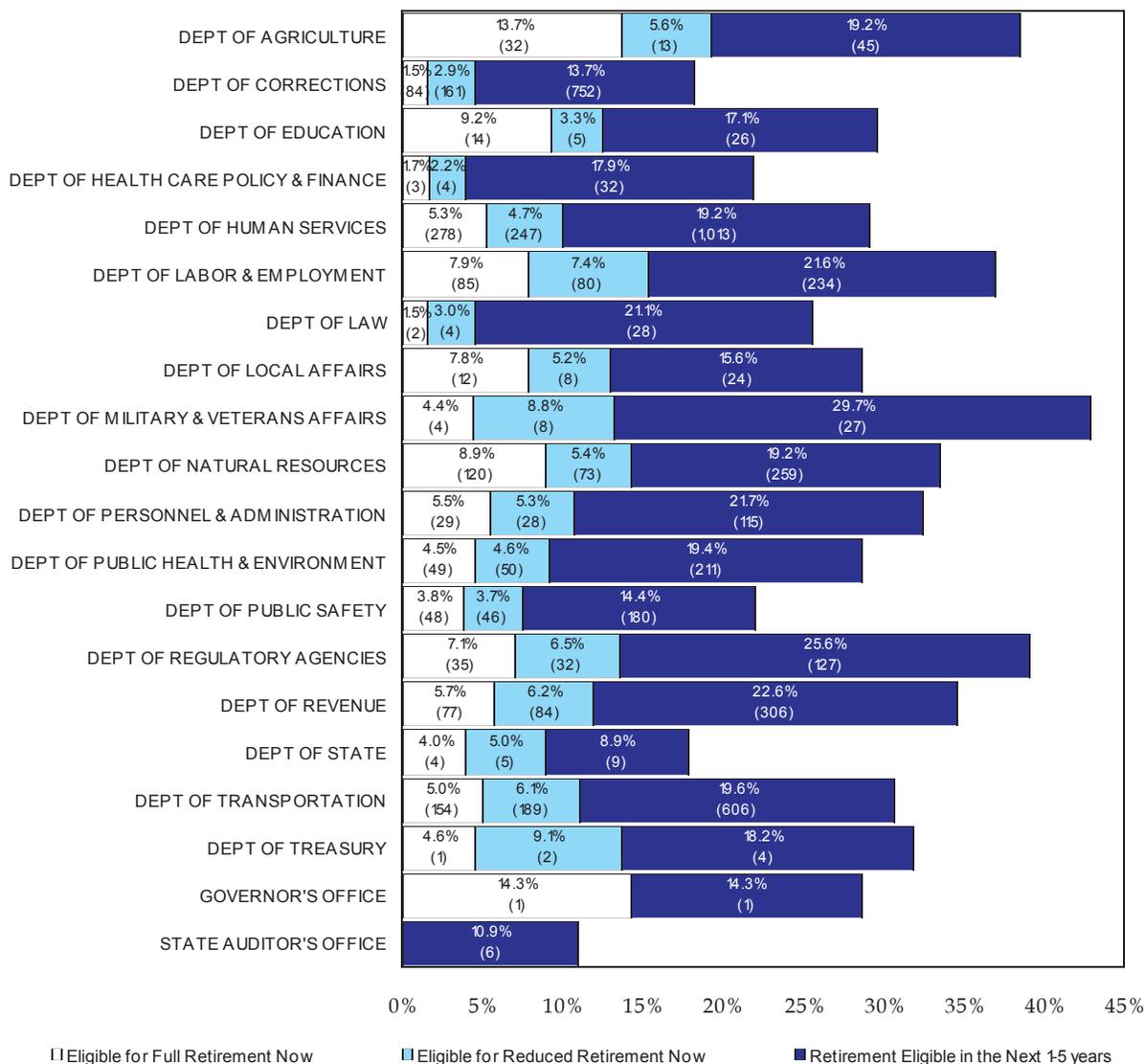
While the chart shows that 28% of the workforce is eligible for retirement in the next five years, almost 35% of the workforce is eligible to retire in the next seven years.

Although it is not known how many additional service credit years employees have purchased, PERA reported an average of 4.4 years purchased in 2001.

It is anticipated that this number will increase for the current year because on November 1, 2003 it will cost more to purchase additional service credit.

2. WORKFORCE TRENDS

Percent and Number of Retirement Eligible Employees in the Next Five Years within Each Department*



*6,076 employees are eligible to retire from general government departments in the next five years. Percentages are based on total state personnel employees within each department.

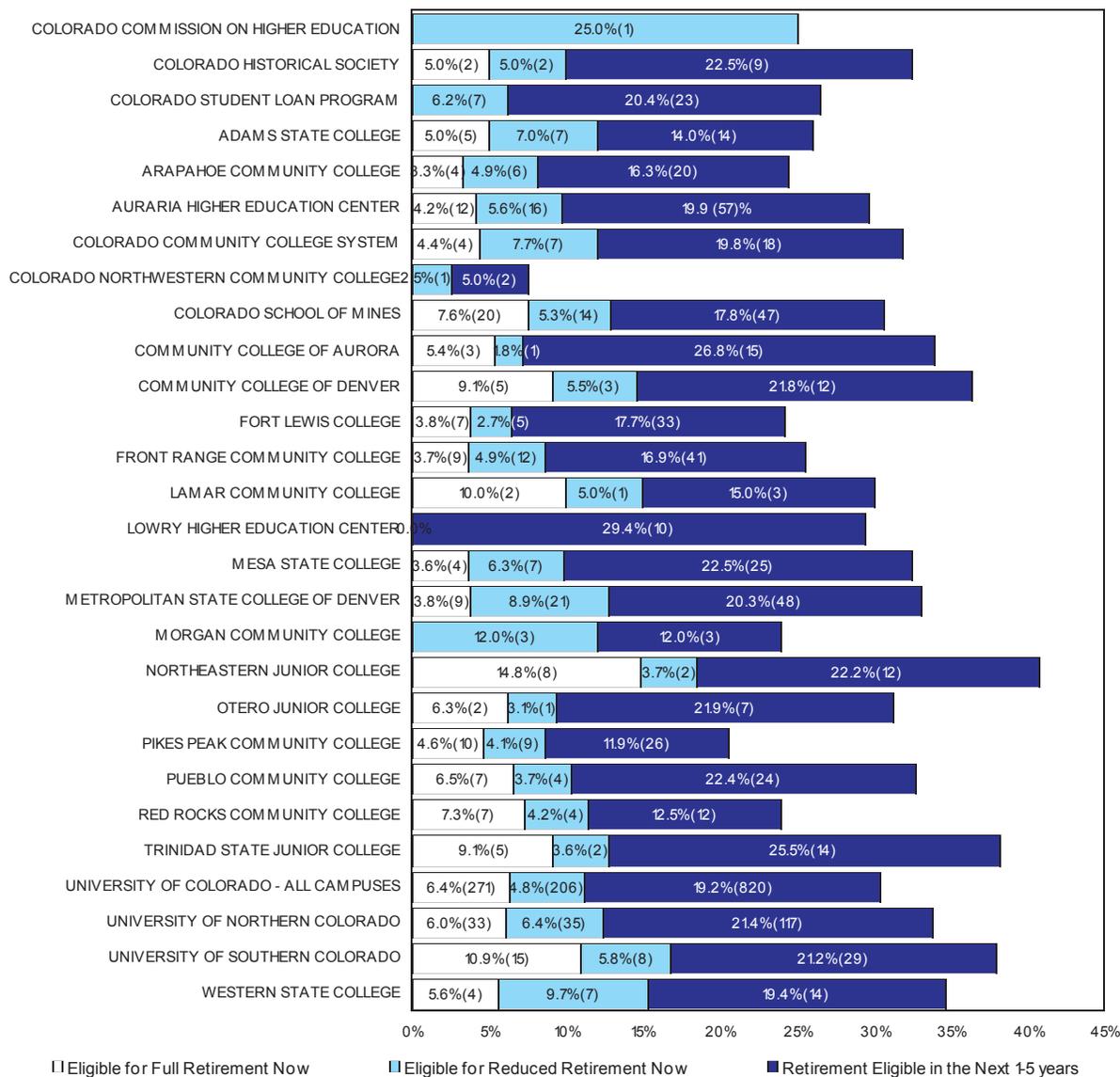
RETIREMENT PROJECTIONS

In the next five years, six departments—Agriculture, Labor & Employment, Military & Veterans Affairs, Natural Resources, Regulatory Agencies, and Revenue – have the potential of seeing more than a third of their entire workforce retire.

The two departments with the lowest potential – Corrections and State – could lose as much as 18% of their workforce between now and the next five years.

2. WORKFORCE TRENDS

Percent and Number of Retirement Eligible Employees in the Next Five Years within Each Higher Education Institution*



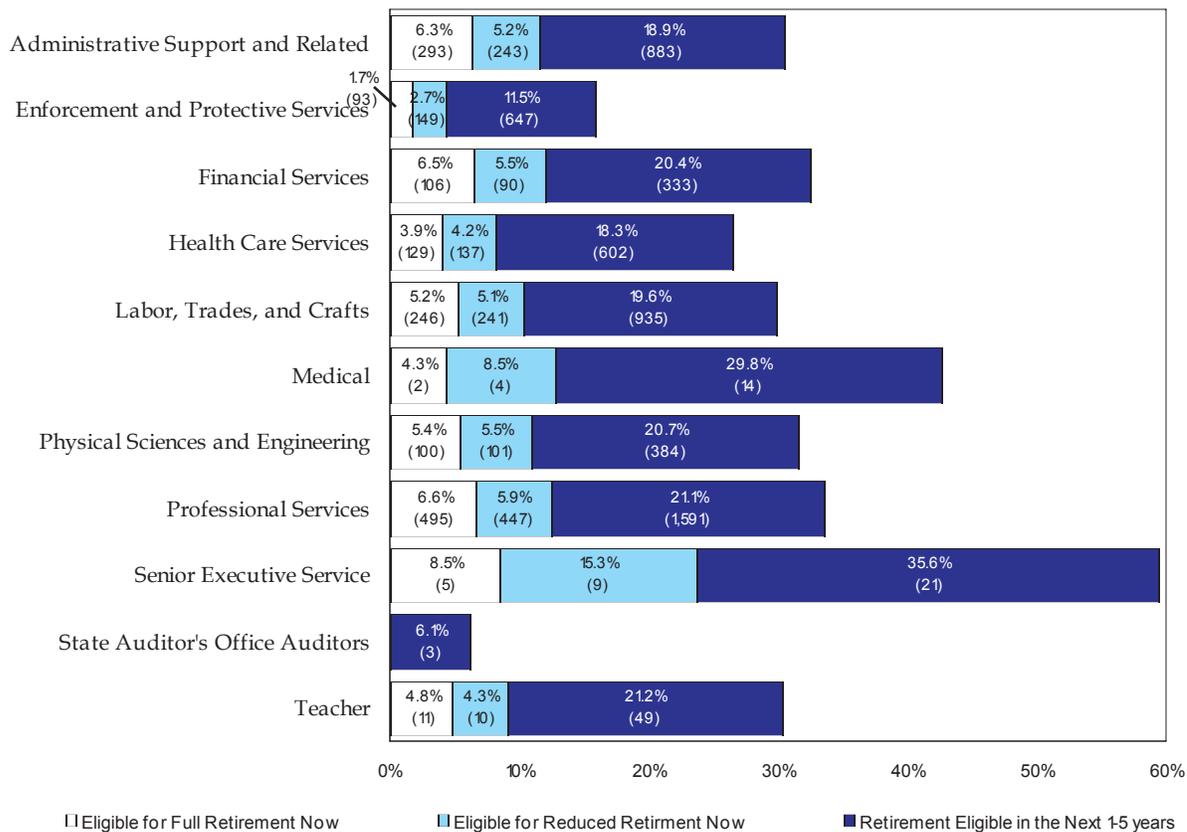
*2,295 employees are eligible to retire from higher education institutions in the next five years. Percentages are based on total state personnel employees within each institution.

RETIREMENT PROJECTIONS

Within the next five years, eight institutions – Community College of Aurora, Community College of Denver, Northeastern Junior College, Trinidad State Junior College, University of Northern Colorado, University of Southern Colorado and Western State College – may lose a third or more of their state personnel system workforce to retirement.

2. WORKFORCE TRENDS

Percent and Number of Retirement Eligible Employees within Each Occupational Group in the Next Five Years*



*8,371 employees are eligible to retire in the next five years. Percentages are based on total employees within each occupational group.

RETIREMENT PROJECTIONS

More than half (59%) of the persons in the SES occupational group are currently eligible or will be eligible to retire within the next five years. These individuals represent the state's leadership corps.

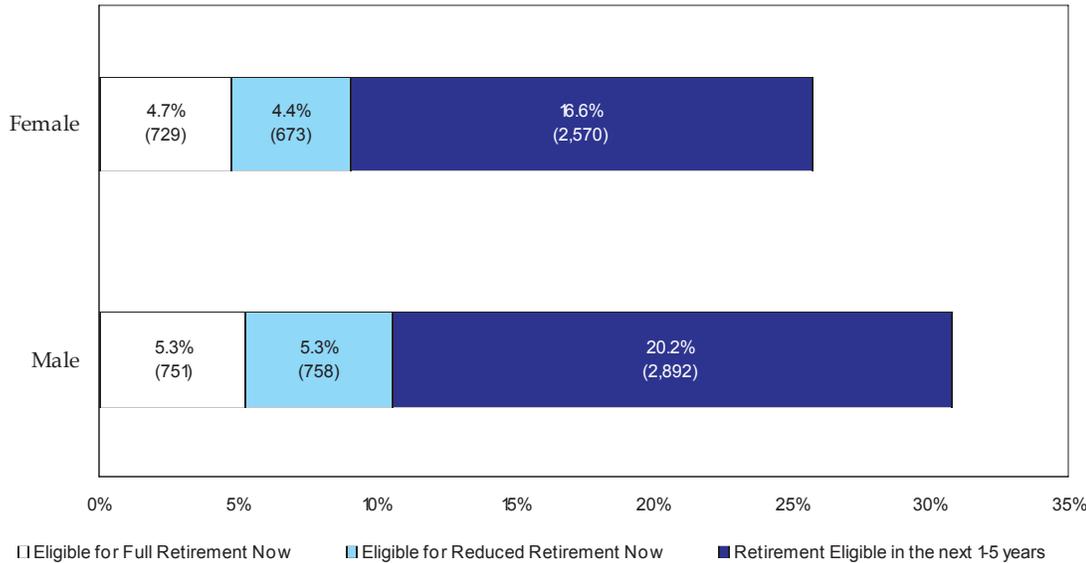
The significant increase in potential retirements in the Medical occupational group may be due to the more comprehensive way retirement potential was calculated.

A third (33.6%) of the Professional Services employees are currently eligible or will be eligible to retire within the next five years.

2. WORKFORCE TRENDS

RETIREMENT PROJECTIONS

Percent and Number of Employees Eligible to Retire in the Next Five Years by Gender*

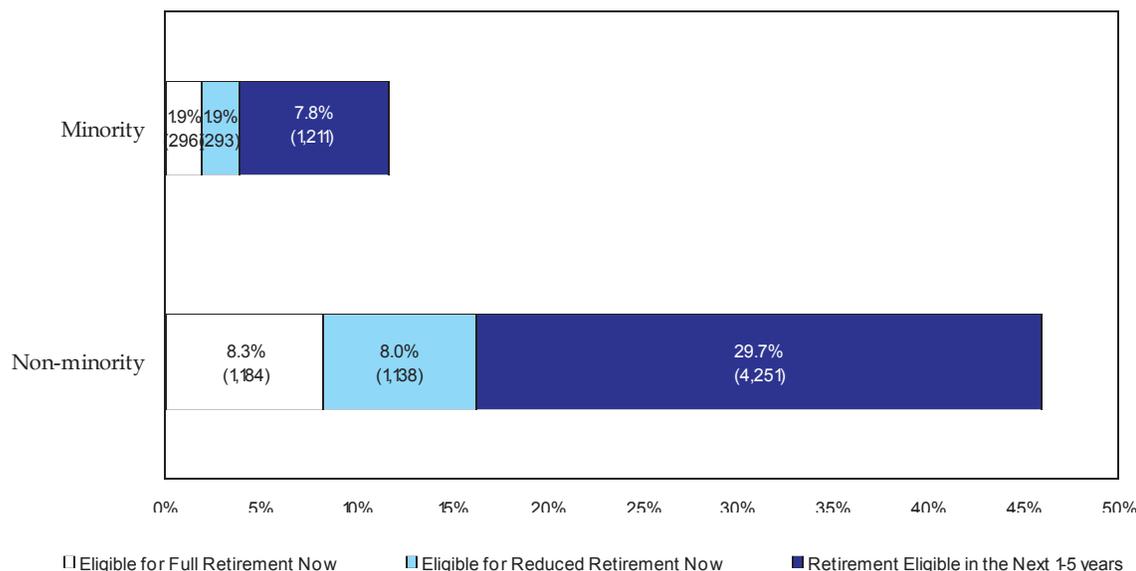


*Percentages are based on the total of 8,371 employees who are eligible to retire in the next five years.

Although the number of men and women currently eligible to retire is approximately the same, more men than women will be eligible within the next five years.

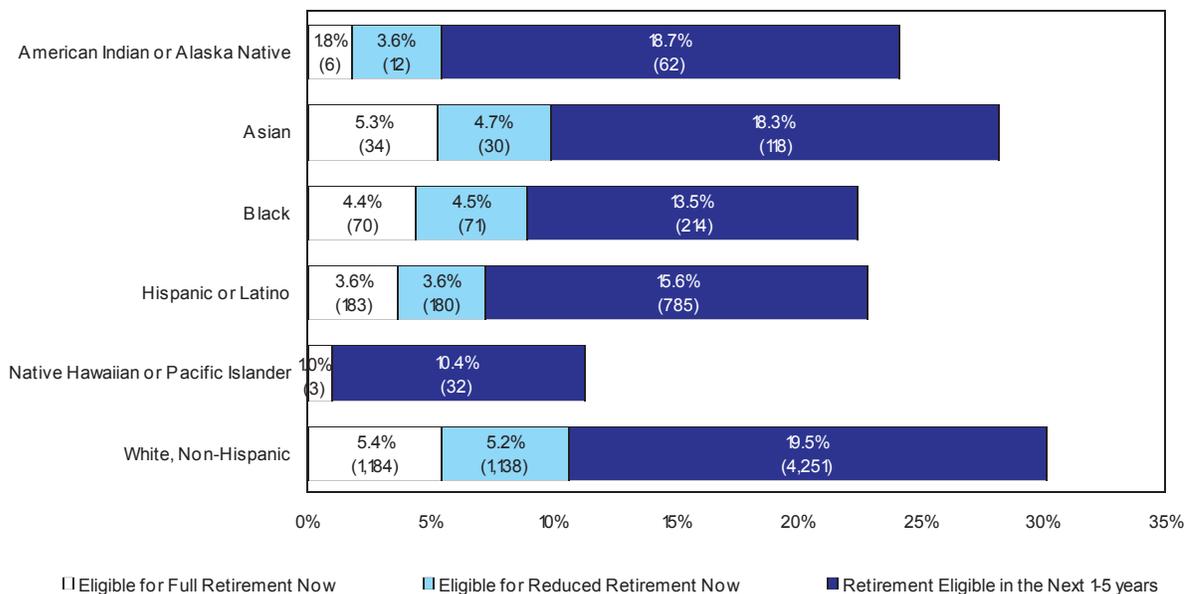
2. WORKFORCE TRENDS

Percent and Number of Employees Eligible to Retire in the Next Five Years by Minority/Non-Minority*



*Percentages are based on the total of 8,371 employees who are eligible to retire in the next five years.

Percent and Number of Employees Eligible to Retire in the Next Five Years within Each Race/Ethnicity*



*8,371 employees are eligible to retire in the next five years. Percentages are based on total employees within each ethnic group.

RETIREMENT PROJECTIONS

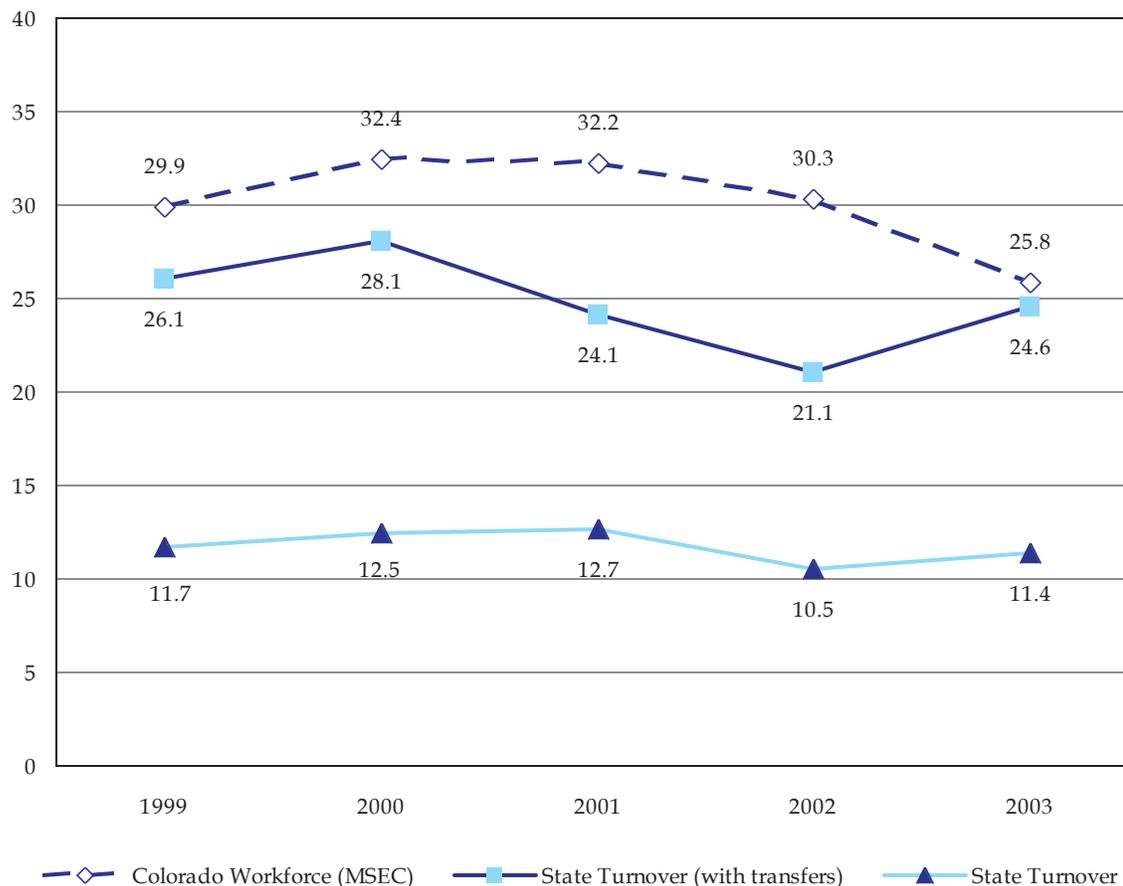
In five years 46% non-minority employees will be eligible to retire compared to only 11.6% of the minority workforce.

The percentage of Native Hawaiian/Pacific Islander employees who are eligible to retire within the next five years is lower than other racial/ethnic groups. (Note: This is a new category added in FY 02-03 to accommodate new EEO reporting requirements, and this group represents only 1% of the entire population of employees in the state personnel system.)

2. WORKFORCE TRENDS

TURNOVER

Comparison of Five-year Turnover Rates for State Personnel System Employees and Colorado Workforce 1999 to 2003*



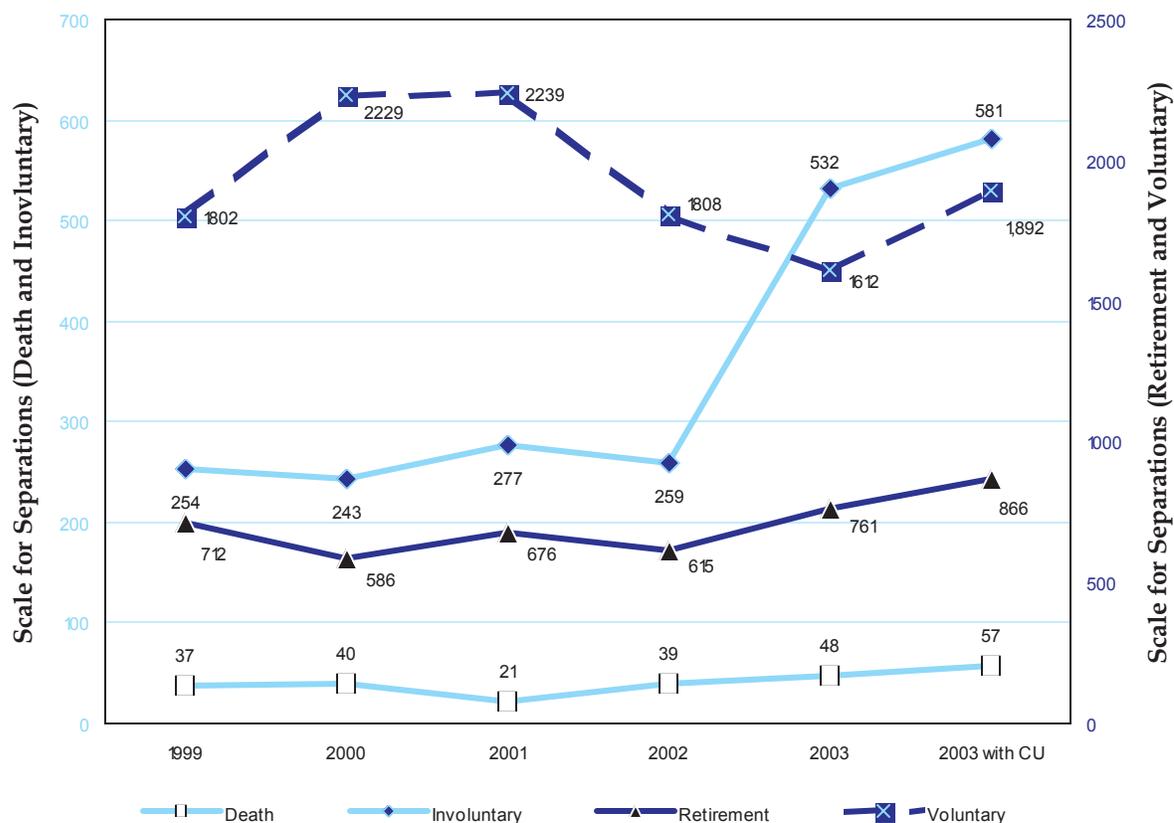
* Data for turnover in the general workforce was obtained from Mountain States Employers Council (MSEC) and includes private and public employers.

- State turnover is defined as separations from state employment, including employee and employer initiated separations, layoffs, retirements, and deaths. The state excludes transfers because they are still considered employees of state government.
- MSEC data includes transfers within an organization but to a different location.
- An additional line was added that includes transfers of employees to corespond with MSEC data.
- Includes CU data. Previous reports excluded CU data. Without CU data, overall state defined turnover rate is 11.6% and the turnover rate including transfers is 26.8%.

State turnover rate of 24.6 %, that includes transfers, correlates with the MSEC turnover rate of 25.8%.

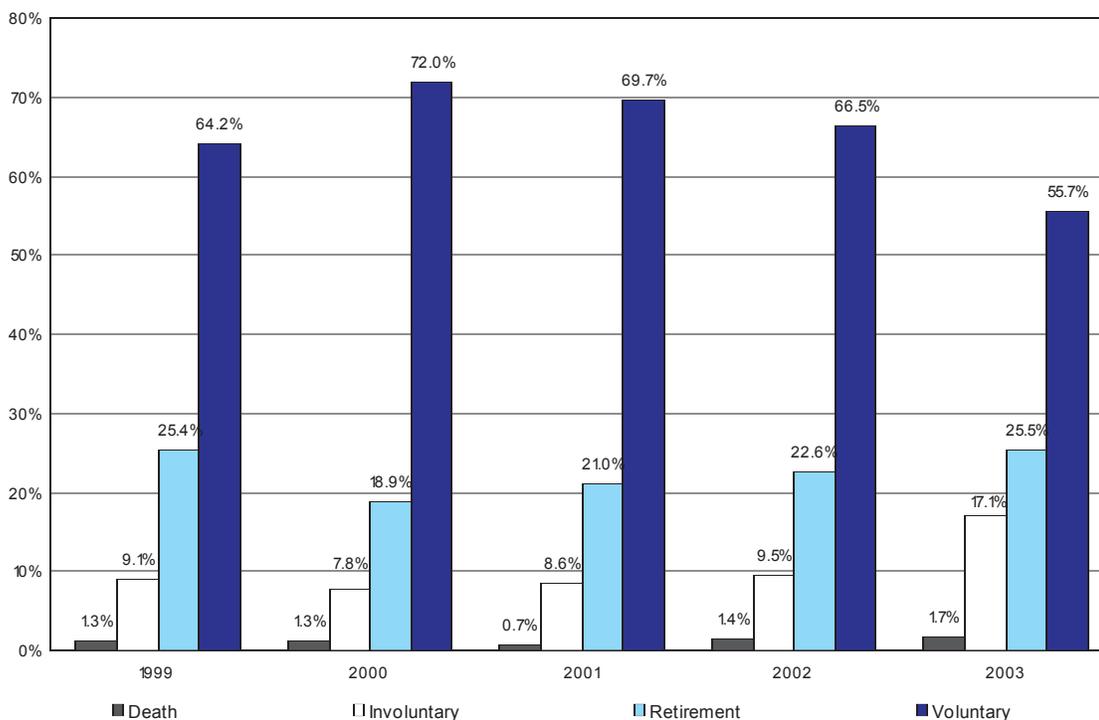
2. WORKFORCE TRENDS

Number of Separations by Type from FY 99 - FY 03*



*The scales vary greatly in order to accommodate the representation of the four basic types of separations.

Percent of Separations by Type from FY 99 - FY 03*



*Includes CU data for FY 02-03.

TURNOVER

The spike in involuntary separations in FY 02-03 reflects layoffs.

The numbers of employees receiving layoff notices who were placed in vacant positions or who had other retention rights are not reflected in the data.

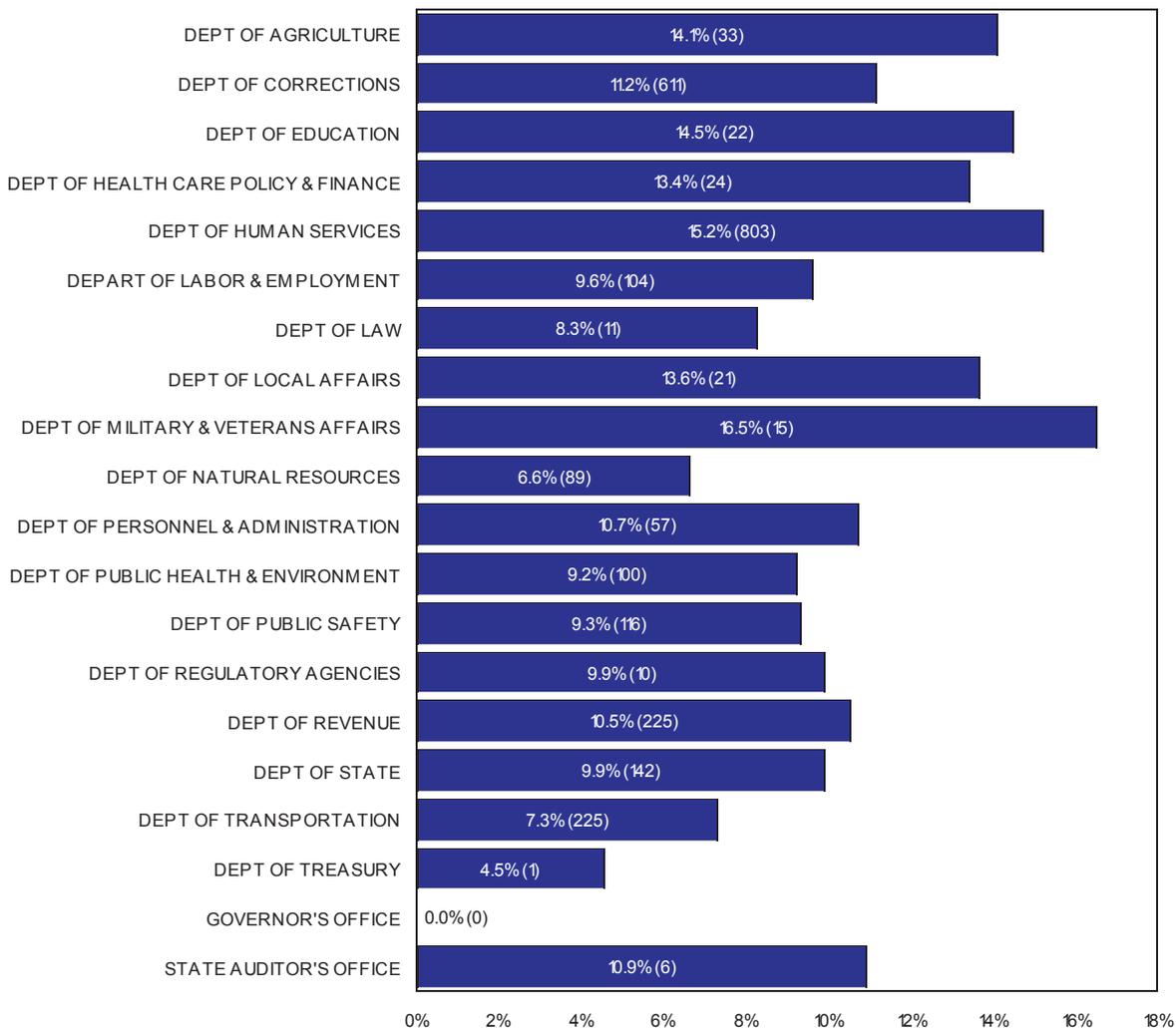
The number of retirements in FY 02-03 is the highest in the past four years.

As with the labor market in general (first three to four years of employment, according to U.S. Department of Labor and MSEC), most of the voluntary separations in the state personnel system occur in the first four years of employment.

Data show that the percent who leave voluntarily drops significantly at five years when they become vested with PERA.

2. WORKFORCE TRENDS

Percent and Number of Separations within Each Department



*A total of 2,438 employees separated from employment from *general departments*. Percentages are based on total employee turnover within each department.

TURNOVER

The chart does not reflect transfers from one department to another.

Although the Department of Military & Veterans Affairs shows the highest percentage of turnover, only 15 employees left.

In contrast, the Department of Natural Resources had the lowest turnover rate, but 89 employees left.

2. WORKFORCE TRENDS

Percent of Separations by Department from FY 99 - FY 03

Department	FY 99	FY 00	FY 01	FY 02	FY 03
DEPT OF AGRICULTURE	12.0%	10.7%	8%	8.9%	14.1%
DEPT OF CORRECTIONS	8.2%	9.8%	10%	8.5%	11.2%
DEPT OF EDUCATION	13.9%	11.4%	14%	16.1%	14.5%
DEPT OF HEALTH CARE POLICY & FINANCE	11.5%	12.1%	15%	11.3%	13.4%
DEPT OF HUMAN SERVICES	14.0%	16.0%	18%	13.8%	15.2%
DEPT OF LABOR & EMPLOYMENT	9.3%	10.2%	11%	9.5%	9.6%
DEPT OF LAW	9.4%	22.0%	13%	12.1%	8.3%
DEPT OF LOCAL AFFAIRS	13.1%	10.6%	13%	8.1%	13.6%
DEPT OF MILITARY & VETERANS AFFAIRS	22.4%	26.2%	52%	18.8%	16.5%
DEPT OF NATURAL RESOURCES	6.9%	7.0%	7%	5.8%	6.6%
DEPT OF PERSONNEL & ADMINISTRATION	18.1%	14.7%	15%	13.0%	10.7%
DEPT OF PUBLIC HEALTH & ENVIRONMENT	9.1%	11.2%	13%	9.5%	9.2%
DEPT OF PUBLIC SAFETY	9.9%	8.7%	10%	7.8%	9.3%
DEPT OF REGULATORY AGENCIES	13.0%	12.4%	11%	8.0%	9.9%
DEPT OF REVENUE	10.4%	13.8%	11%	11.0%	10.5%
DEPT OF STATE	29.6%	23.4%	11%	15.4%	9.9%
DEPT OF TRANSPORTATION	9.4%	9.1%	8%	7.3%	7.3%
DEPT OF TREASURY	19.0%	22.7%	14%	10.0%	4.5%
GOVERNOR'S OFFICE	NA	NA	45.0%	0.0%	0.0%
STATE AUDITOR'S OFFICE	32.1%	35.3%	15.8%	1.8%	10.9%

TURNOVER

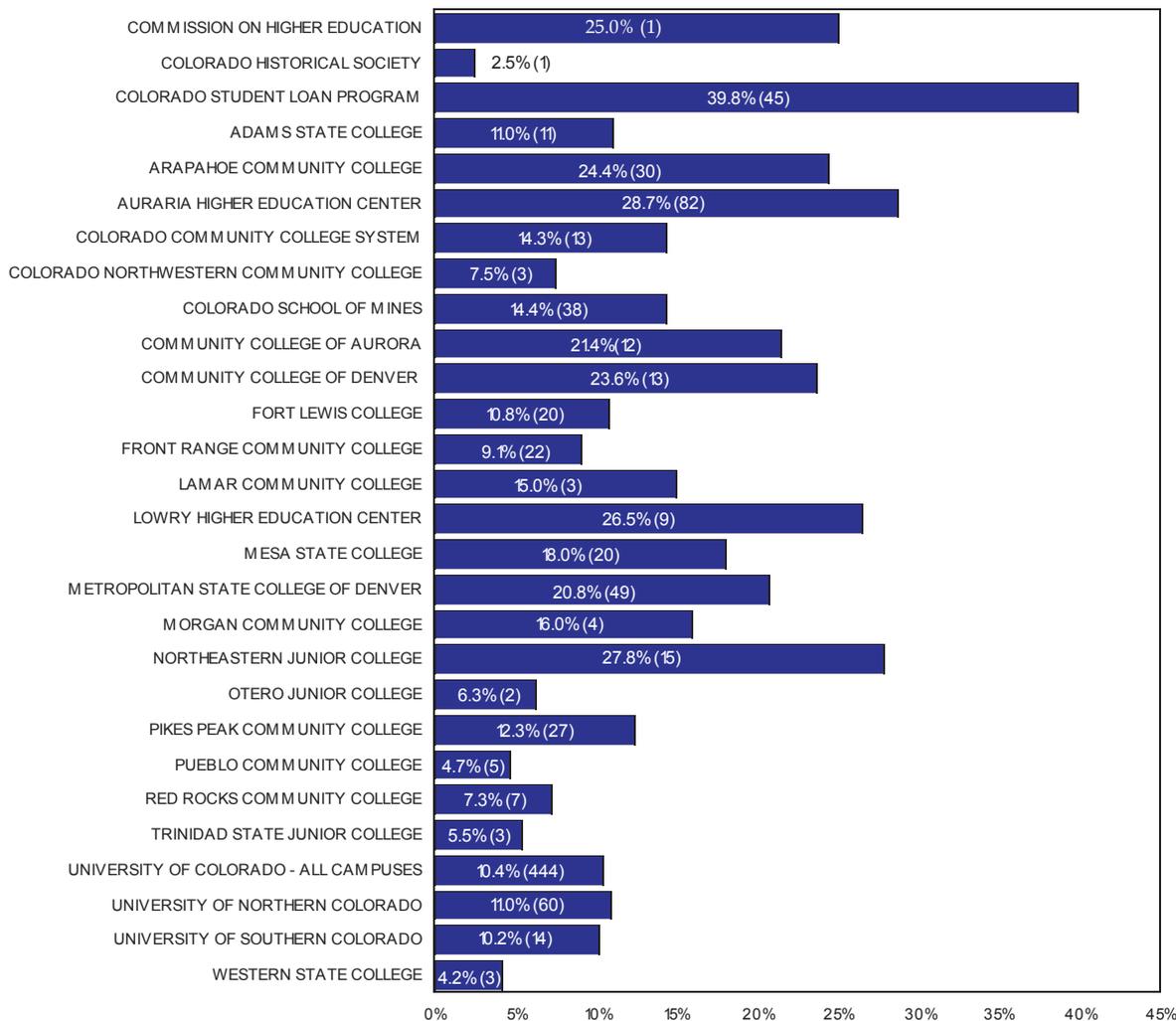
Ten departments saw higher turnover rates in 2003 as compared to the previous year.

Over the past five years, Transportation, one of the largest departments, has consistently had lower turnover in comparison to other departments.

Six state departments have turnover rates higher than the statewide average of 11.4%.

2. WORKFORCE TRENDS

Percent and Number of Separations within Each Higher Education Institution



*A total of 958 employees separated from employment from *higher education institutions*. Two employee separations from the Trustees of the State Colleges (100%) are not represented in this chart but are included in the 958 total. Percentages are based on total employee turnover within each institution.

TURNOVER

Of the higher education institutions with 100 or more employees, Colorado Student Loan had the highest turnover (39.8%), followed by Auraria Higher Education Center (28.7%) and Arapahoe Community College (24.4%).

2. WORKFORCE TRENDS

Percent of Separations by Higher Education Institution from FY 99 - FY 03

Institution	FY 99	FY 00	FY 01	FY 02	FY 03
COLORADO COMMISSION ON HIGHER EDUCATION	28.6%	33.3%	NA	0.0%	25.0%
COLORADO COUNCIL ON THE ARTS			120.0%	0.0%	0.0%
COLORADO HISTORICAL SOCIETY	22.0%	25.7%	12.6%	12.8%	2.5%
COLORADO STUDENT LOAN PROGRAM	21.2%	21.2%	19.1%	13.0%	39.8%
ADAMS STATE COLLEGE	10.6%	10.3%	18.6%	10.3%	11.0%
ARAPAHOE COMMUNITY COLLEGE	14.4%	13.9%	24.0%	20.7%	24.4%
AURARIA HIGHER EDUCATION CENTER	27.9%	28.4%	39.1%	21.0%	28.7%
COLORADO COMMUNITY COLLEGE SYSTEM	9.1%	8.7%	9.1%	13.0%	14.3%
COLORADO NORTHWESTERN COMMUNITY COLLEGE	NA	NA	7.1%	14.0%	7.5%
COLORADO SCHOOL OF MINES	18.7%	18.9%	15.0%	15.4%	14.4%
COMMUNITY COLLEGE OF AURORA	17.9%	17.6%	21.3%	17.2%	21.4%
COMMUNITY COLLEGE OF DENVER	20.3%	21.3%	21.7%	11.6%	23.6%
FORT LEWIS COLLEGE	11.9%	11.8%	11.5%	27.1%	10.8%
FRONT RANGE COMMUNITY COLLEGE	14.0%	12.9%	25.8%	14.5%	9.1%
LAMAR COMMUNITY COLLEGE	18.2%	19.0%	NA	4.3%	15.0%
LOWRY HIGHER EDUCATION CENTER	37.5%	27.3%	17.1%	9.1%	26.5%
MESA COLLEGE	17.9%	18.5%	23.8%	16.7%	18.0%
METROPOLITAN STATE COLLEGE OF DENVER	17.8%	17.4%	14.2%	12.7%	20.8%
MORGAN COMMUNITY COLLEGE	13.6%	12.5%	13.8%	10.3%	16.0%
NORTHEASTERN JUNIOR COLLEGE	14.7%	15.1%	12.8%	15.9%	27.8%
OTERO JUNIOR COLLEGE	11.4%	11.1%	13.3%	8.8%	6.3%
PIKES PEAK COMMUNITY COLLEGE	13.8%	12.9%	13.1%	10.1%	12.3%
PUEBLO COMMUNITY COLLEGE	16.5%	15.6%	7.2%	12.5%	4.7%
RED ROCKS COMMUNITY COLLEGE	12.2%	11.1%	7.1%	7.5%	7.3%
TRINIDAD STATE JUNIOR COLLEGE	3.0%	2.9%	11.1%	5.1%	5.5%
UNIVERSITY OF COLORADO - ALL CAMPUSES	NA	NA	NA	NA	10.4%
UNIVERSITY OF NORTHERN COLORADO	13.9%	13.9%	14.7%	14.2%	11.0%
UNIVERSITY OF SOUTHERN COLORADO	11.4%	12.0%	5.5%	28.2%	10.2%
WESTERN STATE COLLEGE	15.7%	16.5%	16.5%	20.3%	4.2%

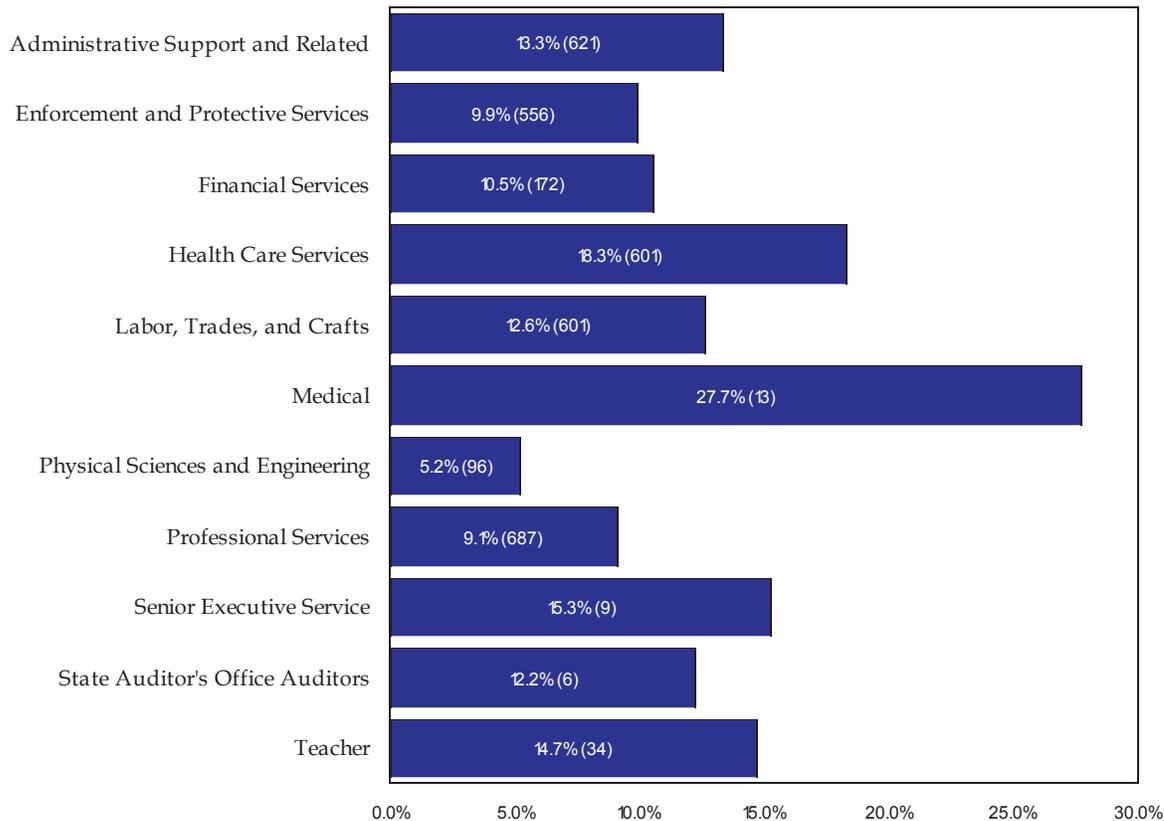
TURNOVER

Generally, turnover rates for higher education institutions have been higher than those of general government departments over the past five years.

More than half of the institutions (52%) had turnover rates higher than the statewide average of 11.4%.

2. WORKFORCE TRENDS

Percent and Number of Separations within Each Occupational Group



*A total of 3,396 employees separated from employment in the state personnel system. Percentages are based on total employee turnover within each occupational group.

TURNOVER

All occupational groups, except Labor, Trades, and Crafts and Physical Sciences and Engineering, experienced an increase in turnover in comparison to last year.

While the most significant increase in turnover rate was for the Medical group, which rose from 14.3% (seven employees in FY 01-02) to 27.7% (13 employees in FY 02-03), this is only an increase of six employees.

The largest increase in *number* of employees leaving as compared to last year's data was in the Professional Services occupational group (200 employees).

2. WORKFORCE TRENDS

Percent of Separations by Occupational Group from FY 99 - 03

Occupational Group	FY 98-99	FY 99-00	FY 00-01	FY 01-02	FY 02-03
ADMINISTRATIVE SUPPORT AND RELATED	14.70%	16.10%	15.30%	12.90%	13.30%
ENFORCEMENT AND PROTECTIVE SERVICES	8.30%	9.70%	11.20%	8.50%	9.90%
FINANCIAL SERVICES	10.60%	12.00%	9.30%	8.50%	10.50%
HEALTH CARE SERVICES	16.70%	18.40%	20.50%	17.50%	18.30%
LABOR, TRADES AND CRAFTS	14.80%	15.10%	14.90%	13.00%	12.60%
MEDICAL	13.30%	12.50%	3.90%	14.30%	27.70%
PHYSICAL SCIENCES AND ENGINEERING	7.40%	6.80%	6.50%	5.60%	5.20%
PROFESSIONAL SERVICES	8.90%	9.50%	9.90%	7.70%	9.10%
SENIOR EXECUTIVE SERVICE	14.30%	14.00%	14.30%	13.00%	15.30%
TEACHER	14.70%	19.50%	15.60%	14.40%	14.70%

Note: Historical data are not available for the State Auditor's Office Auditors.

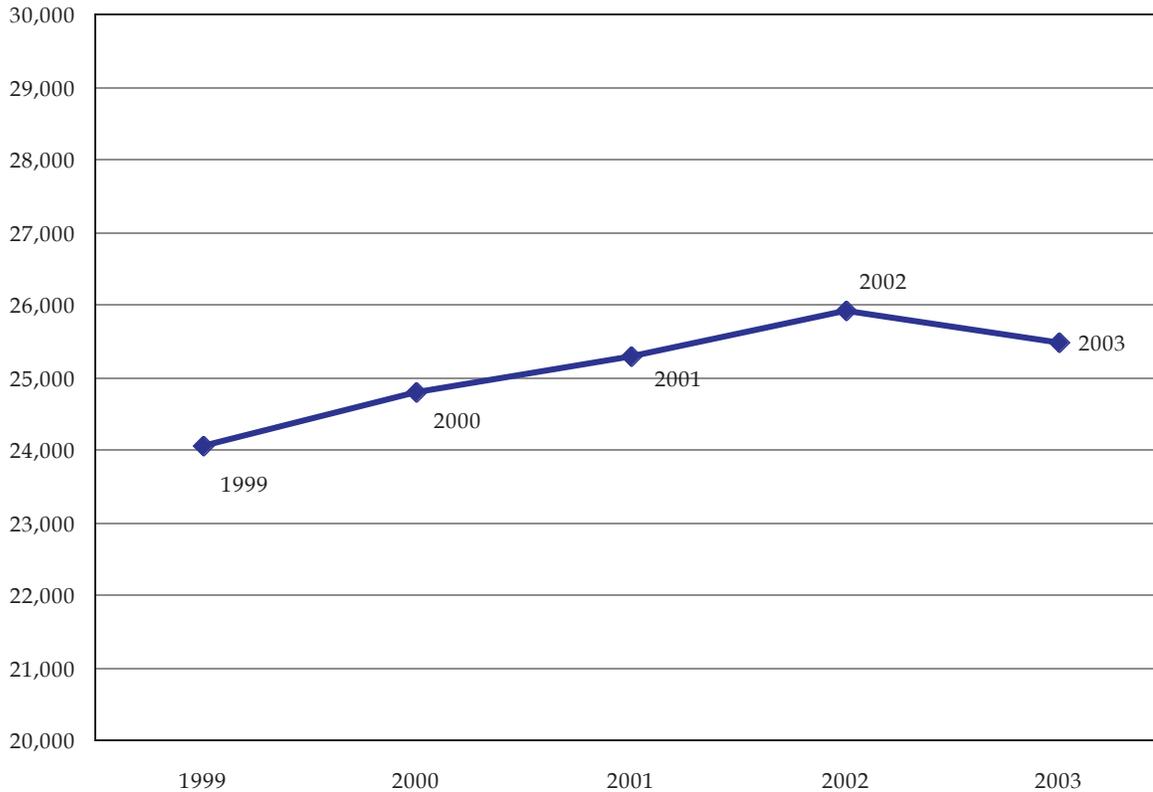
TURNOVER

Turnover in Health Care Services occupations has been consistently higher than for other occupations throughout the past five years.

Physical Sciences and Engineering occupations have consistently had the lowest turnover.

2. WORKFORCE TRENDS

Job Growth History Since FY 99*

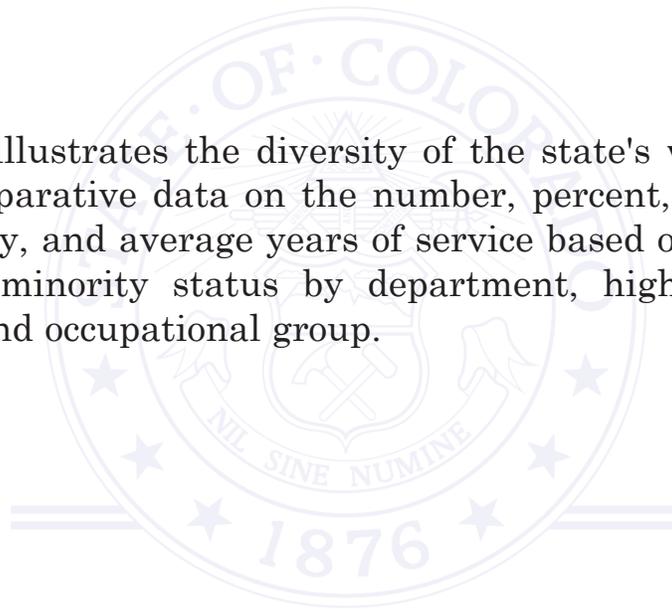


Year	June 30, 1999	June 30, 2000	June 30, 2001	June 30, 2002	June 30, 2003
Total Employees	24,047	24,789	25,298	25,913	25,474
% Change	3.6%	3.1%	2.1%	2.4%	-1.7%

*CU data is not included in both the table and the chart. CU represents an additional 4,266 employees, making the total number of employees 29,740. Using CU data inaccurately represents job growth for FY 2002-2003.

In 2003, for the first time in recent history, the state personnel system saw a decline in job growth.

This section illustrates the diversity of the state's workforce. It provides comparative data on the number, percent, average age, average salary, and average years of service based on gender and minority/non-minority status by department, higher education institution, and occupational group.

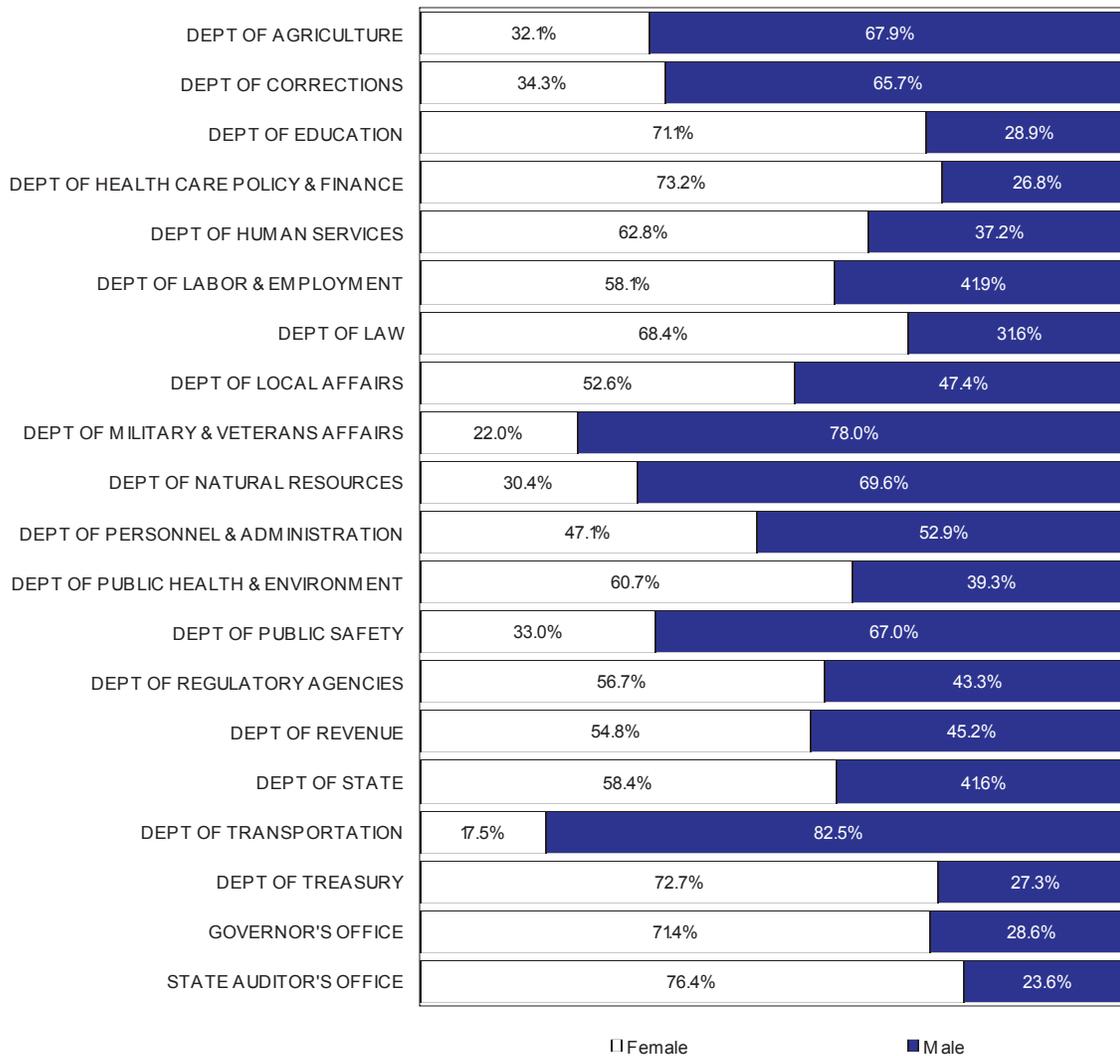


DPA

3. GENDER & MINORITY/NON-MINORITY STATISTICS

DEPARTMENTS

Comparative Gender Percentages

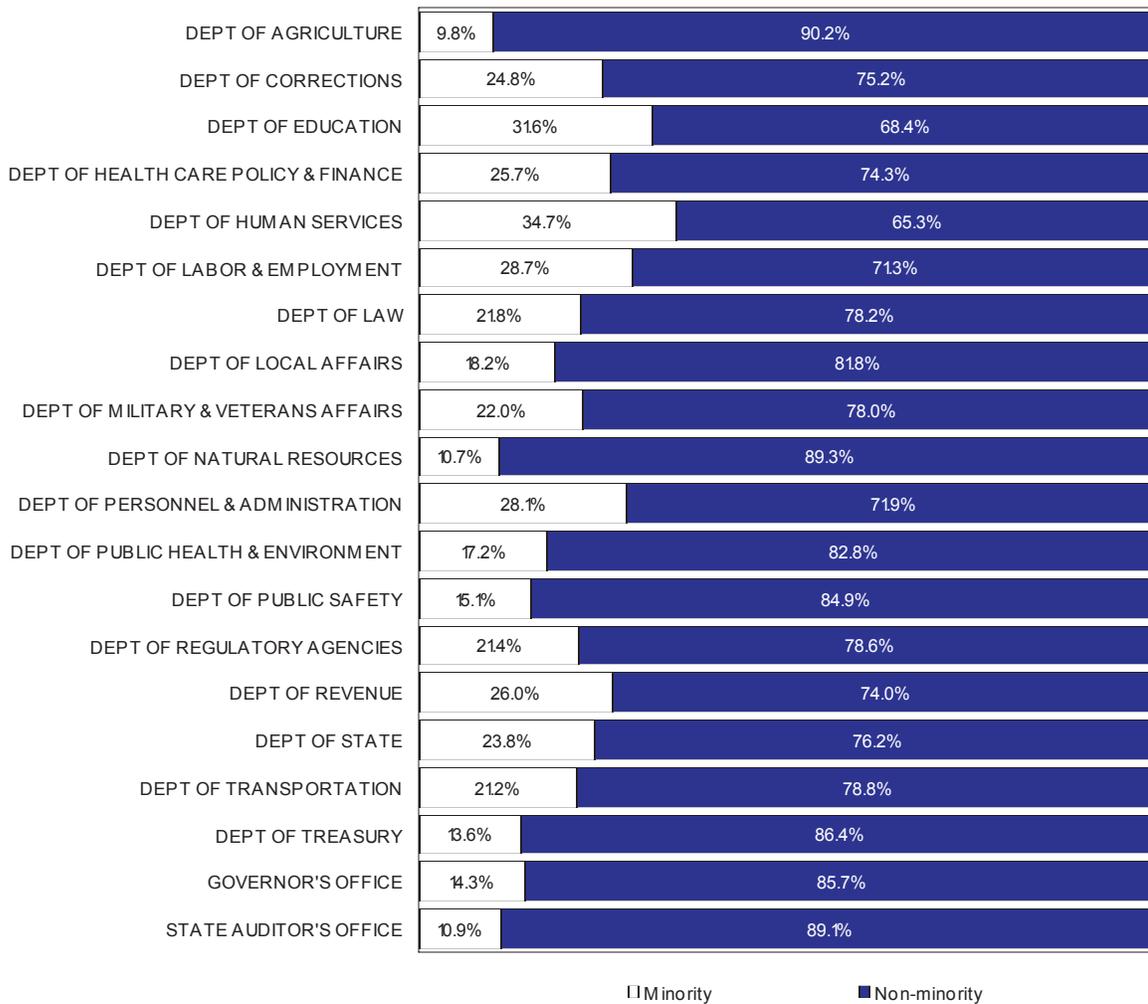


Although the percentage of female employees is greater in 13 of the general government departments, the percentage of female employees in the overall workforce is 3.8% less than that of male employees.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

DEPARTMENTS

Comparative Minority/Non-minority Percentages



Four of the general government departments have a minority workforce greater than the statewide average of 26.6%.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

Detailed Gender & Minority/Non-minority Statistics

	Total Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
DEPT OF AGRICULTURE					
Female	75	32.1%	\$42,751	45.9	10.1
Male	159	67.9%	\$53,436	48.9	13.7
Minority	23	9.8%	\$44,463	45.4	11.4
Non-minority	211	90.2%	\$50,616	48.2	12.6
DEPT OF CORRECTIONS					
Female	1,878	34.3%	\$44,531	43.6	6.8
Male	3,596	65.7%	\$48,379	43.6	7.9
Minority	1,359	24.8%	\$45,944	41.8	7.4
Non-minority	4,115	75.2%	\$47,427	44.1	7.5
DEPT OF EDUCATION					
Female	108	71.1%	\$38,994	46.6	9.2
Male	44	28.9%	\$46,169	47.2	10.7
Minority	48	31.6%	\$39,783	44.5	9.8
Non-minority	104	68.4%	\$41,665	47.8	9.5
DEPT OF HEALTH CARE POLICY & FINANCE					
Female	131	73.2%	\$55,617	44.6	5.4
Male	48	26.8%	\$61,517	43.5	6.9
Minority	46	25.7%	\$50,428	42.3	5.8
Non-minority	133	74.3%	\$59,541	44.9	5.8
DEPT OF HUMAN SERVICES					
Female	3,318	62.8%	\$42,826	45.2	9.0
Male	1,966	37.2%	\$46,479	45.2	10.0
Minority	1,833	34.7%	\$38,677	43.8	8.8
Non-minority	3,451	65.3%	\$47,111	46.0	9.7
DEPT OF LABOR & EMPLOYMENT					
Female	628	58.1%	\$48,112	46.8	10.7
Male	453	41.9%	\$55,141	48.7	10.3
Minority	310	28.7%	\$46,091	45.2	10.7
Non-minority	771	71.3%	\$53,054	48.6	10.5
DEPT OF LAW					
Female	91	68.4%	\$45,847	46.9	8.9
Male	42	31.6%	\$57,587	46.0	8.4
Minority	29	21.8%	\$37,723	42.6	6.9
Non-minority	104	78.2%	\$52,854	47.7	9.3
DEPT OF LOCAL AFFAIRS					
Female	81	52.6%	\$52,223	45.3	9.8
Male	73	47.4%	\$66,874	48.6	10.5
Minority	28	18.2%	\$54,059	42.7	10.1
Non-minority	126	81.8%	\$60,304	47.8	10.2

DEPARTMENTS

Of the eight large departments, Corrections and Public Safety have employees with lower average age than the statewide average of 45.3 in all four categories – male, female, minority, non-minority.

Of the eight large departments only Corrections' employees, in all four categories, have lower average years of service than the statewide average of 9.7.

Three departments – Agriculture, Regulatory Agencies, and Transportation – have higher averages in age and years of service in all four categories.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

DEPARTMENTS

Detailed Gender & Minority/Non-minority Statistics

	Total Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
DEPT OF MILITARY & VETERANS AFFAIRS					
Female	20	22.0%	\$47,225	45.4	6.5
Male	71	78.0%	\$46,813	47.9	7.0
Minority	20	22.0%	\$43,351	44.0	8.9
Non-minority	71	78.0%	\$47,904	48.3	6.3
DEPT OF NATURAL RESOURCES					
Female	410	30.4%	\$47,865	43.6	9.7
Male	940	69.6%	\$59,378	46.0	13.4
Minority	144	10.7%	\$49,811	43.8	12.9
Non-minority	1,206	89.3%	\$56,606	45.5	12.2
DEPT OF PERSONNEL & ADMINISTRATION					
Female	250	47.1%	\$49,939	45.8	11.2
Male	281	52.9%	\$54,776	46.0	10.3
Minority	149	28.1%	\$40,384	43.4	10.2
Non-minority	382	71.9%	\$57,224	46.9	10.9
DEPT OF PUBLIC HEALTH & ENVIRONMENT					
Female	659	60.7%	\$55,040	45.7	9.1
Male	426	39.3%	\$65,936	46.4	10.7
Minority	187	17.2%	\$49,284	44.2	9.6
Non-minority	898	82.8%	\$61,407	46.3	9.8
DEPT OF PUBLIC SAFETY					
Female	412	33.0%	\$46,541	41.3	9.3
Male	836	67.0%	\$57,227	40.2	10.6
Minority	188	15.1%	\$50,740	39.1	9.3
Non-minority	1,060	84.9%	\$54,224	40.9	10.3
DEPT OF REGULATORY AGENCIES					
Female	281	56.7%	\$54,346	48.0	11.5
Male	215	43.3%	\$66,629	49.1	10.3
Minority	106	21.4%	\$51,509	45.4	11.3
Non-minority	390	78.6%	\$61,888	49.3	10.9

Human Services has the largest percentage of minority employees among general government departments.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

Detailed Gender & Minority/Non-minority Statistics

	Total Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
DEPT OF REVENUE					
Female	741	54.8%	\$45,197	46.3	11.8
Male	611	45.2%	\$52,970	47.6	11.4
Minority	351	26.0%	\$42,886	44.8	11.4
Non-minority	1,001	74.0%	\$50,752	47.6	11.7
DEPT OF STATE					
Female	59	58.4%	\$40,521	43.7	6.0
Male	42	41.6%	\$51,678	41.9	5.4
Minority	24	23.8%	\$40,202	43.5	5.8
Non-minority	77	76.2%	\$46,706	42.8	5.7
DEPT OF TRANSPORTATION					
Female	541	17.5%	\$49,265	45.8	11.2
Male	2,556	82.5%	\$48,588	45.8	11.5
Minority	656	21.2%	\$47,074	45.2	11.7
Non-minority	2,441	78.8%	\$49,145	46.0	11.4
DEPT OF TREASURY					
Female	16	72.7%	\$57,952	47.5	12.6
Male	6	27.3%	\$50,802	40.7	3.2
Minority	3	13.6%	\$46,548	42.5	4.5
Non-minority	19	86.4%	\$57,495	46.2	10.9
GOVERNOR'S OFFICE					
Female	5	71.4%	\$53,107	53.2	12.0
Male	2	28.6%	\$84,168	45.0	5.2
Minority	1	14.3%	\$99,528	49.6	5.9
Non-minority	6	85.7%	\$55,724	51.0	10.8
STATE AUDITOR'S OFFICE					
Female	42	76.4%	\$63,668	37.0	6.2
Male	13	23.6%	\$53,354	33.5	3.2
Minority	6	10.9%	\$52,066	37.0	6.2
Non-minority	49	89.1%	\$62,352	36.1	5.4

DEPARTMENTS

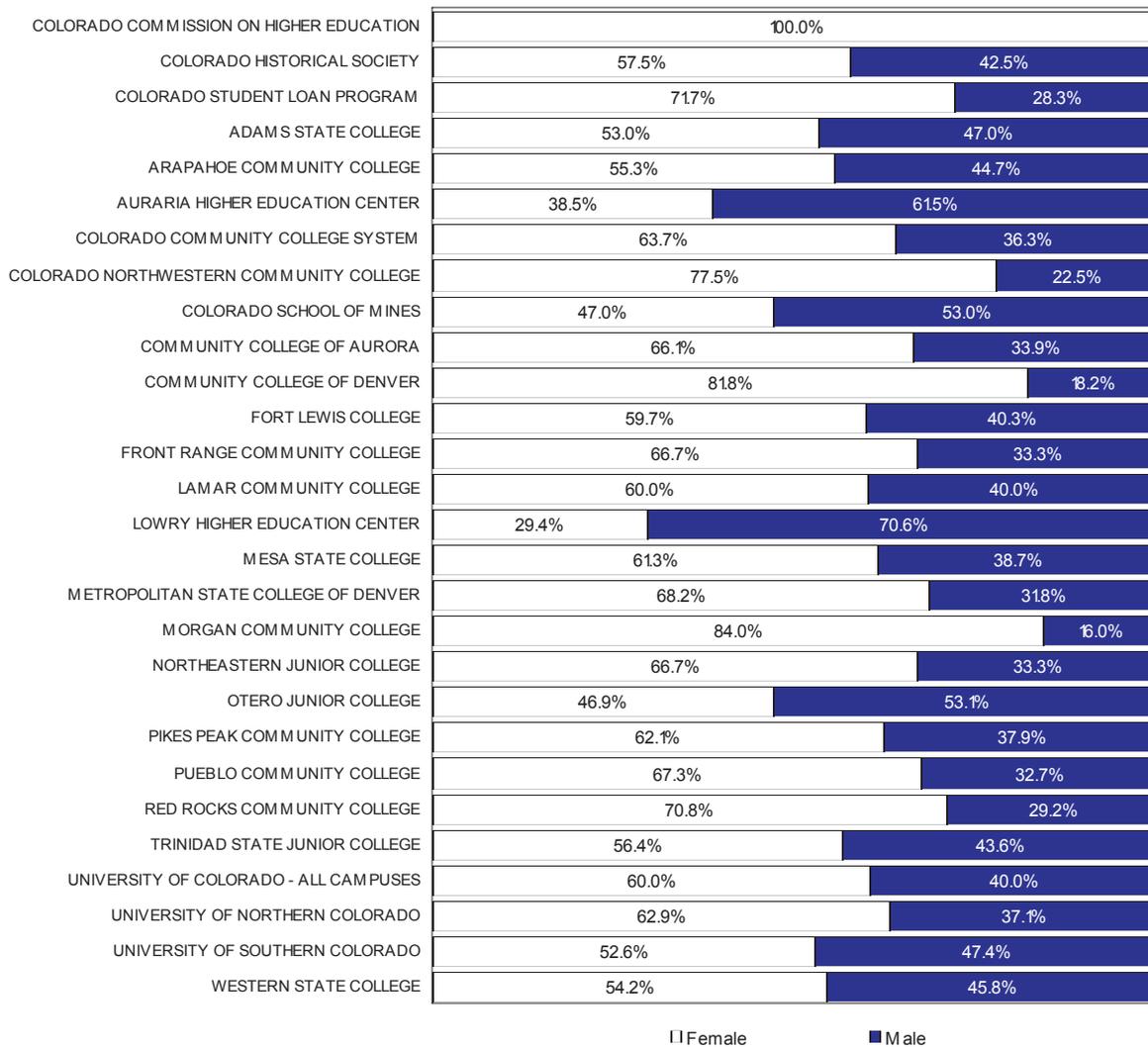
In nine departments the average annual salary of male employees is \$10,000 greater than average salaries for female employees.

In five departments, the average annual salary of non-minority employees is \$10,000 greater than average salaries for minority employees.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

HIGHER EDUCATION INSTITUTIONS

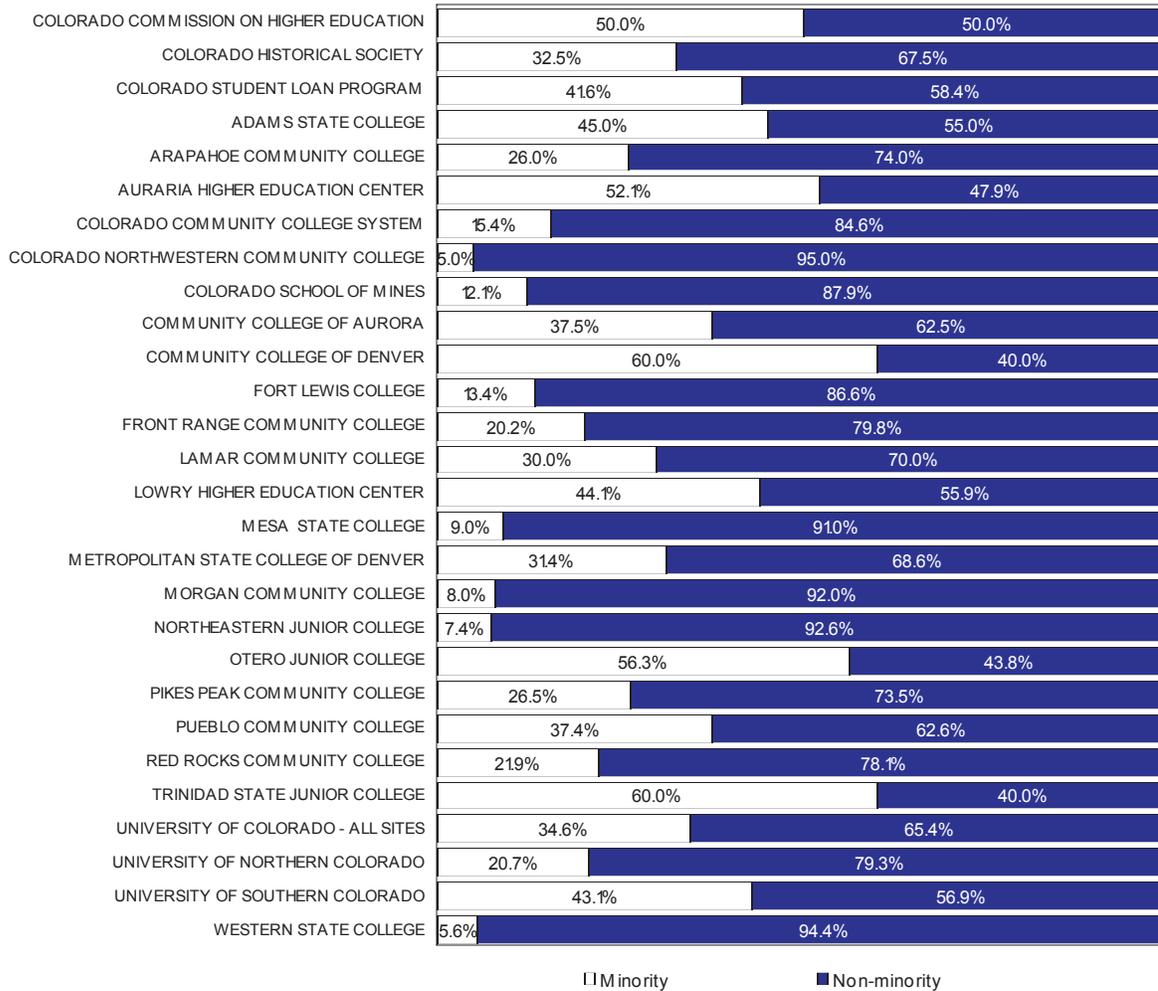
Comparative Gender Percentages



The disproportionate percentage of women in higher education institutions reflects the fact that the majority of higher education employees included in the state personnel system are in the Administrative Support and Related occupational group, which is predominantly female.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Minority/Non-minority Percentages



HIGHER EDUCATION INSTITUTIONS

Among higher education institutions, 15 of the 28 institutions have a minority workforce greater than the statewide average of 26.6%.

Data reflect only a portion of higher education institutions' total workforce - faculty and administrators are exempt from the state personnel system.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

Detailed Gender & Minority/Non-minority Statistics

	Total Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
COLORADO COMMISSION ON HIGHER EDUCATION					
Female	4	100.0%	\$38,898	50.9	17.1
Male	0	0.0%	NA	NA	NA
Minority	2	50.0%	\$41,124	52.0	18.9
Non-minority	2	50.0%	\$36,672	49.9	15.4
COLORADO HISTORICAL SOCIETY					
Female	23	57.5%	\$35,763	44.6	10.8
Male	17	42.5%	\$38,703	45.5	9.4
Minority	13	32.5%	\$43,011	45.7	12.5
Non-minority	27	67.5%	\$34,124	44.6	9.1
COLORADO STUDENT LOAN PROGRAM					
Female	81	71.7%	\$35,686	45.1	8.3
Male	32	28.3%	\$45,377	46.5	8.1
Minority	47	41.6%	\$32,495	40.8	7.1
Non-minority	66	58.4%	\$42,657	48.9	9.1
ADAMS STATE COLLEGE					
Female	53	53.0%	\$30,988	44.1	10.9
Male	47	47.0%	\$37,374	45.5	10.1
Minority	45	45.0%	\$31,165	44.0	10.8
Non-minority	55	55.0%	\$36,300	45.4	10.2
ARAPAHOE COMMUNITY COLLEGE					
Female	68	55.3%	\$32,917	46.4	6.5
Male	55	44.7%	\$38,171	43.6	6.9
Minority	32	26.0%	\$29,274	40.9	3.7
Non-minority	91	74.0%	\$37,373	46.6	7.7
AURARIA HIGHER EDUCATION CENTER					
Female	110	38.5%	\$31,709	45.4	7.9
Male	176	61.5%	\$38,785	46.0	10.3
Minority	149	52.1%	\$30,312	45.3	8.4
Non-minority	137	47.9%	\$42,319	46.3	10.4
COLORADO COMMUNITY COLLEGE SYSTEM					
Female	58	63.7%	\$46,928	47.0	10.9
Male	33	36.3%	\$56,197	43.3	11.0
Minority	14	15.4%	\$47,754	43.1	11.0
Non-minority	77	84.6%	\$50,750	46.1	11.0
COLORADO NORTHWESTERN COMMUNITY COLLEGE					
Female	31	77.5%	\$30,695	42.7	8.4
Male	9	22.5%	\$34,307	40.3	8.9
Minority	2	5.0%	\$34,206	43.9	10.3
Non-minority	38	95.0%	\$31,365	42.1	8.4
COLORADO SCHOOL OF MINES					
Female	124	47.0%	\$40,028	48.4	9.9
Male	140	53.0%	\$43,481	46.8	9.1
Minority	32	12.1%	\$35,094	43.0	7.2
Non-minority	232	87.9%	\$42,792	48.2	9.8

HIGHER EDUCATION INSTITUTIONS

On average, the staff at Colorado Northwestern Community College is younger than the statewide average of 45.3 years in all four comparisons - male, female, and minority, non-minority.

On average, six institutions - Auraria Higher Education Center, Community College of Aurora, Lamar Community College, Mesa State College, Northeastern Junior College, and Trinidad Junior College - have employees older than the statewide average in all four comparisons.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

HIGHER EDUCATION INSTITUTIONS

Detailed Gender & Minority/Non-minority Statistics

	Total Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
COMMUNITY COLLEGE OF AURORA					
Female	37	66.1%	\$36,854	45.6	8.3
Male	19	33.9%	\$39,097	46.1	8.8
Minority	21	37.5%	\$33,849	45.9	7.6
Non-minority	35	62.5%	\$39,875	45.7	9.0
COMMUNITY COLLEGE OF DENVER					
Female	45	81.8%	\$39,794	44.8	11.4
Male	10	18.2%	\$39,576	47.4	8.6
Minority	33	60.0%	\$38,261	45.0	10.4
Non-minority	22	40.0%	\$41,996	45.7	11.6
FORT LEWIS COLLEGE					
Female	111	59.7%	\$36,927	48.3	8.8
Male	75	40.3%	\$39,034	44.7	8.7
Minority	25	13.4%	\$32,525	44.8	7.1
Non-minority	161	86.6%	\$38,592	47.2	9.0
FRONT RANGE COMMUNITY COLLEGE					
Female	162	66.7%	\$33,197	46.5	7.1
Male	81	33.3%	\$34,551	44.3	6.9
Minority	49	20.2%	\$31,862	44.8	7.3
Non-minority	194	79.8%	\$34,099	46.0	6.9
LAMAR COMMUNITY COLLEGE					
Female	12	60.0%	\$32,907	49.8	12.6
Male	8	40.0%	\$27,035	50.9	5.5
Minority	6	30.0%	\$27,048	49.7	7.0
Non-minority	14	70.0%	\$32,062	50.5	11.0
LOWRY HIGHER EDUCATION CENTER					
Female	10	29.4%	\$36,680	48.7	8.5
Male	24	70.6%	\$33,523	44.1	5.7
Minority	15	44.1%	\$33,375	45.8	7.5
Non-minority	19	55.9%	\$35,301	45.3	5.7
MESA STATE COLLEGE					
Female	68	61.3%	\$30,644	47.8	7.3
Male	43	38.7%	\$35,620	47.5	9.3
Minority	10	9.0%	\$30,985	48.3	9.1
Non-minority	101	91.0%	\$32,729	47.6	8.0
METROPOLITAN STATE COLLEGE OF DENVER					
Female	161	68.2%	\$41,859	46.6	12.5
Male	75	31.8%	\$50,453	42.7	8.3
Minority	74	31.4%	\$40,443	42.6	10.7
Non-minority	162	68.6%	\$46,485	46.7	11.4
MORGAN COMMUNITY COLLEGE					
Female	21	84.0%	\$27,986	47.5	5.9
Male	4	16.0%	\$35,985	38.6	5.8
Minority	2	8.0%	\$28,944	55.1	9.5
Non-minority	23	92.0%	\$29,294	45.3	5.6

Years of service averages are higher than the statewide average of 9.7 in all four comparisons at four institutions- Colorado Community College System, Trinidad State Junior College, University of Southern Colorado, and Western State College.

At 11 institutions, the years of service averages are lower than the statewide average in all four categories.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

HIGHER EDUCATION INSTITUTIONS

Detailed Gender & Minority/Non-minority Statistics

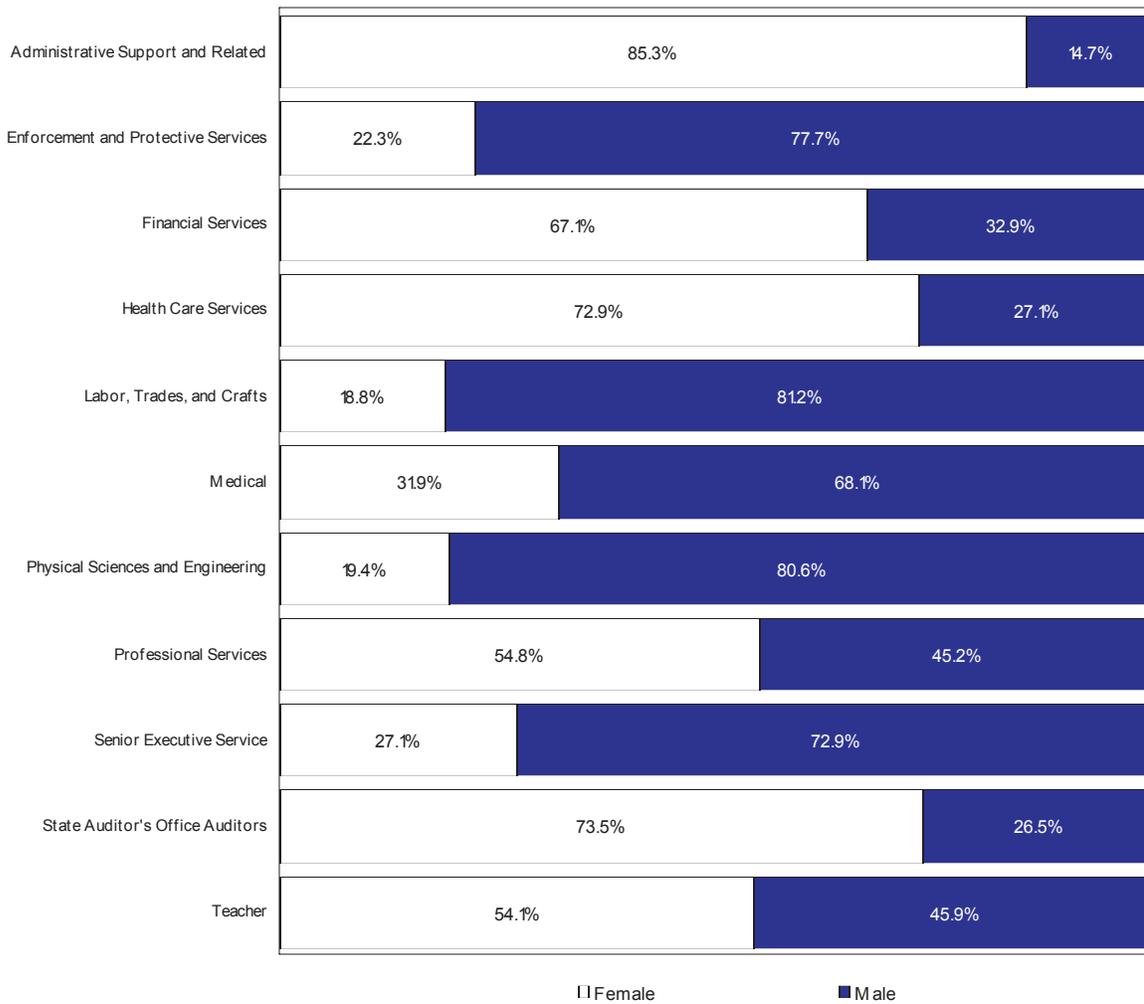
	Total Number of Employees	Percent of Employees	Average Annual Salary	Average Age	Average Years of Service
NORTHEASTERN JUNIOR COLLEGE					
Female	36	66.7%	\$30,043	49.5	12.1
Male	18	33.3%	\$29,481	50.2	9.1
Minority	4	7.4%	\$26,112	47.0	10.5
Non-minority	50	92.6%	\$30,155	49.9	11.2
OTERO JUNIOR COLLEGE					
Female	15	46.9%	\$27,056	40.7	8.1
Male	17	53.1%	\$31,348	48.0	15.0
Minority	18	56.3%	\$28,859	44.6	12.3
Non-minority	14	43.8%	\$29,950	44.5	11.1
PIKES PEAK COMMUNITY COLLEGE					
Female	136	62.1%	\$36,185	44.3	8.8
Male	83	37.9%	\$40,652	43.9	7.3
Minority	58	26.5%	\$32,314	41.9	6.7
Non-minority	161	73.5%	\$39,883	45.0	8.7
PUEBLO COMMUNITY COLLEGE					
Female	72	67.3%	\$31,577	46.5	8.9
Male	35	32.7%	\$33,273	46.7	9.0
Minority	40	37.4%	\$30,044	44.1	9.4
Non-minority	67	62.6%	\$33,379	48.0	8.6
RED ROCKS COMMUNITY COLLEGE					
Female	68	70.8%	\$36,832	47.2	8.3
Male	28	29.2%	\$32,199	41.4	6.5
Minority	21	21.9%	\$30,432	40.0	6.7
Non-minority	75	78.1%	\$36,894	47.1	8.1
TRINIDAD STATE JUNIOR COLLEGE					
Female	31	56.4%	\$33,225	49.5	15.3
Male	24	43.6%	\$31,392	47.5	11.6
Minority	33	60.0%	\$31,657	48.6	13.2
Non-minority	22	40.0%	\$33,577	48.7	14.5
UNIVERSITY OF COLORADO - ALL CAMPUSES					
Female	2,585	60.0%	\$38,521	46.9	10.0
Male	1,723	40.0%	\$42,464	44.6	9.1
Minority	1,487	34.5%	\$34,421	43.8	8.1
Non-minority	2,821	65.5%	\$43,093	47.1	10.5
UNIVERSITY OF NORTHERN COLORADO					
Female	344	62.9%	\$34,788	48.6	11.3
Male	203	37.1%	\$41,389	44.8	10.1
Minority	113	20.7%	\$30,309	45.9	9.2
Non-minority	434	79.3%	\$39,042	47.5	11.3
UNIVERSITY OF SOUTHERN COLORADO					
Female	72	52.6%	\$35,817	47.5	14.2
Male	65	47.4%	\$40,550	48.0	12.6
Minority	59	43.1%	\$35,032	46.6	12.3
Non-minority	78	56.9%	\$40,355	48.6	14.2
WESTERN STATE COLLEGE					
Female	39	54.2%	\$36,990	48.6	12.0
Male	33	45.8%	\$40,884	45.0	11.6
Minority	4	5.6%	\$34,221	46.6	14.9
Non-minority	68	94.4%	\$39,043	47.0	11.7

Annual salary averages were higher for men than for women in all but five institutions.

Auraria Higher Education Center, Community College of Denver, Otero Junior College, and Trinidad Junior State College have the highest percentages of minorities.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Gender Percentages



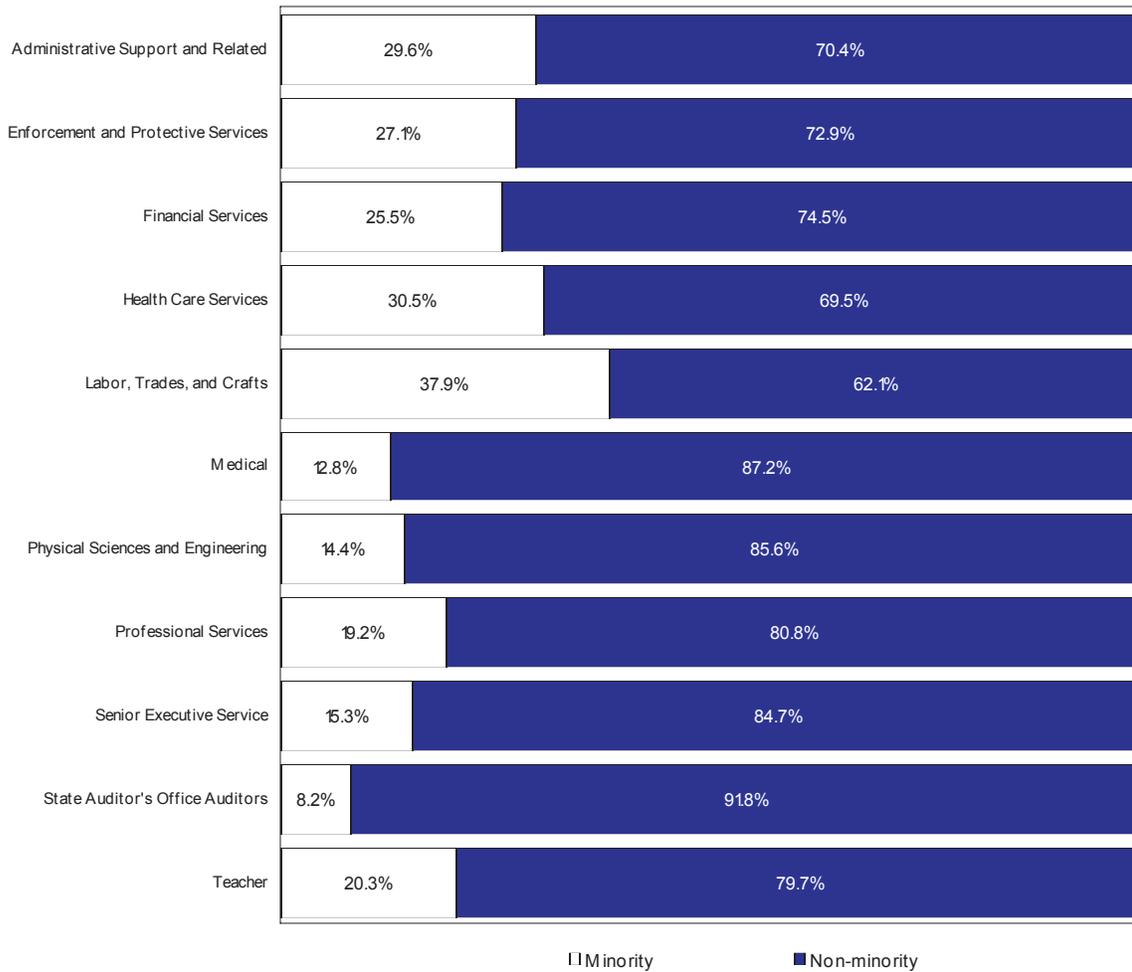
OCCUPATIONAL GROUPS

Four occupational groups have noticeably higher percentages of women in the workforce than the statewide average of 48.1% -- Administrative Support and Related (85.3%), Financial Services (67.1%), Health Care Services (72.9%) and State Auditor's Office Auditors (73.5%).

Five occupational groups have noticeably higher percentages of men in the workforce than the statewide average of 51.9% -- Enforcement and Protective Services (77.7%), Labor, Trades, and Crafts (81.2%), Medical (68.1%), Physical Sciences and Engineering (80.6%), and Senior Executive Service (72.9%).

3. GENDER & MINORITY/NON-MINORITY STATISTICS

Comparative Minority/Non-minority Percentages



OCCUPATIONAL GROUPS

Four occupational groups have minority representation above the statewide average of 26.6%--Labor, Trades, and Crafts, Health Care Services, Enforcement and Protective Services, and Administrative Support and Related.

3. GENDER & MINORITY/NON-MINORITY STATISTICS

Detailed Gender & Minority/Non-minority Statistics

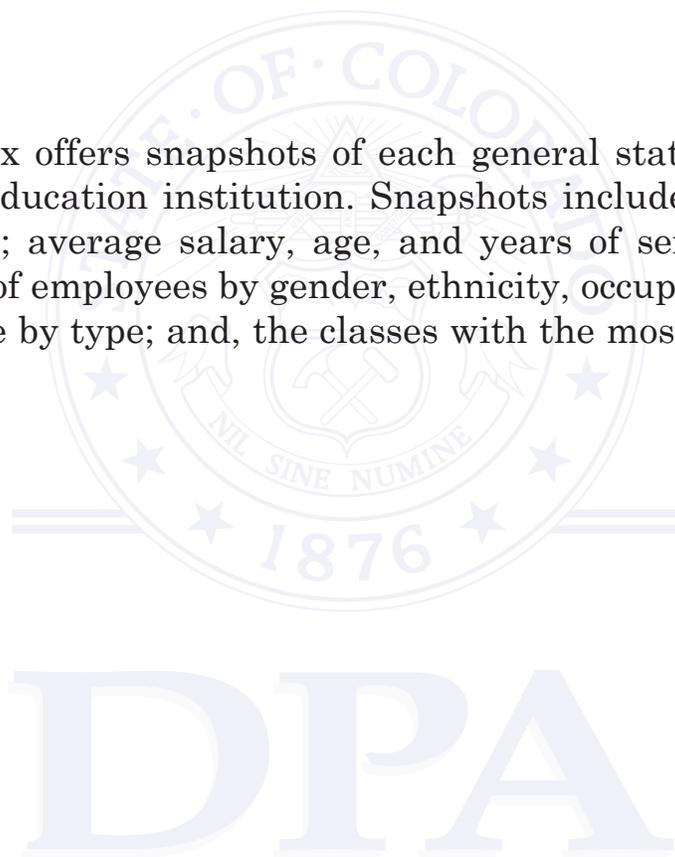
	Number of Employees	Percent of Employees	Annual Salary	Average Age	Years of Service
Administrative Support and Related					
Female	3,977	85.3%	\$33,736	46.6	9.0
Male	686	14.7%	\$33,002	43.4	8.0
Non-minority	3,284	70.4%	\$33,759	47.4	8.9
Minority	1,379	29.6%	\$33,315	43.1	8.7
Enforcement and Protective Services					
Female	1,256	22.3%	\$45,782	40.6	6.7
Male	4,364	77.7%	\$48,542	41.9	8.2
Non-minority	4,097	72.9%	\$48,729	42.0	8.0
Minority	1,523	27.1%	\$45,764	40.8	7.5
Financial Services					
Female	1,096	67.1%	\$46,933	46.0	10.7
Male	537	32.9%	\$58,538	46.9	11.0
Non-minority	1,217	74.5%	\$52,496	47.2	11.1
Minority	416	25.5%	\$45,640	43.6	9.9
Health Care Services					
Female	2,396	72.9%	\$41,725	45.0	7.4
Male	890	27.1%	\$42,959	45.6	9.3
Non-minority	2,283	69.5%	\$44,297	45.7	8.0
Minority	1,003	30.5%	\$36,966	43.7	7.7
Labor, Trades, and Crafts					
Female	894	18.8%	\$25,604	46.6	8.1
Male	3,866	81.2%	\$36,709	46.3	9.7
Non-minority	2,955	62.1%	\$37,548	46.8	9.7
Minority	1,805	37.9%	\$29,836	45.5	8.8
Medical					
Female	15	31.9%	\$114,752	45.8	6.2
Male	32	68.1%	\$118,394	51.7	6.8
Non-minority	41	87.2%	\$116,279	49.9	6.6
Minority	6	12.8%	\$123,740	49.2	6.9
Physical Sciences and Engineering					
Female	360	19.4%	\$62,122	43.4	10.1
Male	1,493	80.6%	\$66,442	46.4	12.8
Non-minority	1,587	85.6%	\$66,244	46.1	12.3
Minority	266	14.4%	\$61,781	44.2	12.1
Professional Services					
Female	4,129	54.8%	\$53,220	46.5	11.7
Male	3,410	45.2%	\$59,263	46.4	11.5
Non-minority	6,091	80.8%	\$56,682	46.9	11.7
Minority	1,448	19.2%	\$52,889	44.7	11.4
Senior Executive Service					
Female	16	27.1%	\$108,390	50.0	15.3
Male	43	72.9%	\$111,247	51.7	14.7
Non-minority	50	84.7%	\$110,774	51.3	14.6
Minority	9	15.3%	\$108,796	50.6	16.1
State Auditor's Office Auditors					
Female	36	73.5%	\$65,055	34.7	5.4
Male	13	26.5%	\$53,354	33.5	3.2
Non-minority	45	91.8%	\$63,088	34.6	5.0
Minority	4	8.2%	\$49,152	31.2	2.7
Teacher					
Female	125	54.1%	\$39,300	46.2	6.7
Male	106	45.9%	\$53,322	48.6	8.8
Non-minority	184	79.7%	\$48,088	48.2	8.0
Minority	47	20.3%	\$36,518	43.8	6.5

OCCUPATIONAL GROUPS

Except for the Medical occupational group, average annual salaries are higher for non-minorities than for minorities in all occupational groups.

In two of the 11 represented groups – Administrative Support and Related and State Auditor's Office Auditors – women have higher average salaries than do men.

The Appendix offers snapshots of each general state department and higher education institution. Snapshots include: the number of employees; average salary, age, and years of service; number and percent of employees by gender, ethnicity, occupational group; turnover rate by type; and, the classes with the most employees.



DEPT OF AGRICULTURE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
234	\$50,012	47.9	12.5

		Number	Percent
GENDER	Female	75	32.1%
	Male	159	67.9%
ETHNICITY	American Indian or Alaska Native	2	0.9%
	Asian	2	0.9%
	Black	1	0.4%
	Hispanic or Latino	18	7.7%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	211	90.2%
OCCUPATIONAL GROUP	Administrative Support and Related	28	12.0%
	Enforcement and Protective Services	0	0.0%
	Financial Services	11	4.7%
	Health Care Services	14	6.0%
	Labor, Trades, and Crafts	11	4.7%
	Medical	0	0.0%
	Physical Sciences and Engineering	14	6.0%
	Professional Services	154	65.8%
	Senior Executive Service	2	0.9%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	8	3.4%
	Retire	16	6.8%
	Voluntary	9	3.8%
CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT III	16	6.8%
	GENERAL PROFESSIONAL III	31	13.2%
	GENERAL PROFESSIONAL V	11	4.7%
	GENERAL PROFESSIONAL VI	11	4.7%
	TECHNICIAN III	47	20.1%
	TECHNICIAN IV	11	4.7%

DEPT OF CORRECTIONS

Total Employees	Average Annual Salary	Average Age	Average Years of Service
5,474	\$47,059	43.6	7.5

Number

Percent

GENDER

Female	1,878	34.3%
Male	3,596	65.7%

ETHNICITY

American Indian or Alaska Native	79	1.3%
Asian	31	0.5%
Black	242	4.0%
Hispanic or Latino	1,006	16.5%
Native Hawaiian or Pacific Islander	1	0.0%
White, Non-Hispanic	4,115	67.6%

OCCUPATIONAL GROUP

Administrative Support and Related	333	6.1%
Enforcement and Protective Services	3,993	72.9%
Financial Services	48	0.9%
Health Care Services	400	7.3%
Labor, Trades, and Crafts	156	2.8%
Medical	26	0.5%
Physical Sciences and Engineering	19	0.3%
Professional Services	371	6.8%
Senior Executive Service	5	0.1%
State Auditor's Office Auditors	0	0.0%
Teacher	123	2.2%

SEPARATIONS

Death	11	0.2%
Involuntary	129	2.4%
Retire	111	2.0%
Voluntary	360	6.6%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT III	157	2.9%
COR SUPP TRADES SUPV I	387	7.1%
COR,YTH,CLIN SEC OFF I	1,870	34.2%
COR,YTH,CLIN SEC OFF II	707	12.9%
COR,YTH,CLIN SEC SUPV III	246	4.5%

DEPT OF EDUCATION

Total Employees	Average Annual Salary	Average Age	Average Years of Service
152	\$41,071	46.8	9.6

Number

Percent

GENDER

Female	108	71.1%
Male	44	28.9%

ETHNICITY

American Indian or Alaska Native	4	2.6%
Asian	3	2.0%
Black	13	8.6%
Hispanic or Latino	28	18.4%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	104	68.4%

OCCUPATIONAL GROUP

Administrative Support and Related	59	38.8%
Enforcement and Protective Services	0	0.0%
Financial Services	15	9.9%
Health Care Services	8	5.3%
Labor, Trades, and Crafts	17	11.2%
Medical	0	0.0%
Physical Sciences and Engineering	1	0.7%
Professional Services	50	32.9%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	2	1.3%

SEPARATIONS

Death	1	0.7%
Involuntary	7	4.6%
Retire	1	0.7%
Voluntary	13	8.6%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT III	29	19.1%
ADMIN ASSISTANT II	12	7.9%
PROGRAM ASSISTANT I	12	7.9%
PROGRAM ASSISTANT II	11	7.2%
ACCOUNTING TECHNICIAN III	7	4.6%

DEPT OF HEALTH CARE POLICY & FINANCE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
179	\$57,199	44.3	5.8

		Number	Percent
GENDER	Female	131	73%
	Male	48	27%
ETHNICITY	Black	16	9%
	American Indian or Alaska Native	2	1%
	Asian	5	3%
	Hispanic or Latino	23	13%
	Native Hawaiian or Pacific Islander	0	0%
	White, Non-Hispanic	133	74%
OCCUPATIONAL GROUP	Administrative Support and Related	19	10.6%
	Enforcement and Protective Services	0	0.0%
	Financial Services	28	15.6%
	Health Care Services	1	0.6%
	Labor, Trades, and Crafts	0	0.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	7	3.9%
	Professional Services	122	68.2%
	Senior Executive Service	2	1.1%
	State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%	
SEPARATIONS	Death	0	0%
	Involuntary	1	1%
	Retire	10	6%
	Voluntary	13	7%
CLASSES WITH THE MOST EMPLOYEES	GENERAL PROFESSIONAL IV	50	28%
	GENERAL PROFESSIONAL III	21	12%
	ADMIN ASSISTANT III	10	6%
	GENERAL PROFESSIONAL V	10	6%
	GENERAL PROFESSIONAL VI	9	5%

DEPT OF HUMAN SERVICES

Total Employees	Average Annual Salary	Average Age	Average Years of Service
5,284	\$44,185	45.2	9.4

		Number	Percent
GENDER	Female	3,318	62.8%
	Male	1,966	37.2%
ETHNICITY	American Indian or Alaska Native	52	1.0%
	Asian	78	1.5%
	Black	451	8.5%
	Hispanic or Latino	1,249	23.6%
	Native Hawaiian or Pacific Islander	3	0.1%
	White, Non-Hispanic	3,451	65.3%
OCCUPATIONAL GROUP	Administrative Support and Related	346	6.5%
	Enforcement and Protective Services	589	11.1%
	Financial Services	140	2.6%
	Health Care Services	2,350	44.5%
	Labor, Trades, and Crafts	600	11.4%
	Medical	16	0.3%
	Physical Sciences and Engineering	11	0.2%
	Professional Services	1,180	22.3%
	Senior Executive Service	4	0.1%
	State Auditor's Office Auditors	0	0.0%
	Teacher	48	0.9%
SEPARATIONS	Death	7	0.1%
	Involuntary	142	2.7%
	Retire	158	3.0%
	Voluntary	496	9.4%
CLASSES WITH THE MOST EMPLOYEES	HEALTH CARE TECH I	535	10.1%
	COR,YTH,CLIN SEC OFF I	413	7.8%
	NURSE I	307	5.8%
	CLIENT CARE AIDE II	286	5.4%
	HEALTH CARE TECH II	198	3.7%

DEPT OF LABOR & EMPLOYMENT

Total Employees	Average Annual Salary	Average Age	Average Years of Service
1,081	\$51,057	47.6	10.5

Number

Percent

GENDER

Female	628	58.1%
Male	453	41.9%

ETHNICITY

Black	103	9.5%
American Indian or Alaska Native	8	0.7%
Asian	35	3.2%
Hispanic or Latino	163	15.1%
White, Non-Hispanic	771	71.3%
Native Hawaiian or Pacific Islander	1	0.1%

OCCUPATIONAL GROUP

Enforcement and Protective Services	10	0.9%
Financial Services	68	6.3%
Health Care Services	23	2.1%
Labor, Trades, and Crafts	34	3.1%
Medical	0	0.0%
Senior Executive Service	4	0.4%
Administrative Support and Related	173	16.0%
Professional Services	726	67.2%
Physical Sciences and Engineering	43	4.0%
Teacher	0	0.0%
State Auditor's Office Auditors	0	0.0%

SEPARATIONS

Death	2	0.2%
Involuntary	14	1.3%
Retire	51	4.7%
Voluntary	37	3.4%

CLASSES WITH THE MOST EMPLOYEES

LABOR/EMPLOYMENT SPEC II	315	29.1%
ADMIN ASSISTANT II	68	6.3%
LABOR/EMPLOYMENT SPEC INT	50	4.6%
LABOR/EMPLOYMENT SPEC I	42	3.9%
UI INSURANCE TECH	36	3.3%

DEPT OF LAW

Total Employees	Average Annual Salary	Average Age	Average Years of Service
133	\$49,555	46.6	8.8

		Number	Percent
GENDER	Female	91	68.4%
	Male	42	31.6%
ETHNICITY	American Indian or Alaska Native	1	0.8%
	Asian	2	1.5%
	Black	6	4.5%
	Hispanic or Latino	20	15.0%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	104	78.2%
OCCUPATIONAL GROUP	Administrative Support and Related	39	29.3%
	Enforcement and Protective Services	15	11.3%
	Financial Services	12	9.0%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	0	0.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	67	50.4%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	5	3.8%
	Retire	0	0.0%
	Voluntary	6	4.5%
CLASSES WITH THE MOST EMPLOYEES	LEGAL ASSISTANT II	33	24.8%
	ADMIN ASSISTANT II	23	17.3%
	CRIMINAL INVESTIGATOR II	12	9.0%
	ADMIN ASSISTANT III	9	6.8%
	PROGRAM ASSISTANT I	8	6.0%

DEPT OF LOCAL AFFAIRS

Total Employees	Average Annual Salary	Average Age	Average Years of Service
154	\$59,168	46.9	10.2

		Number	Percent
GENDER	Female	81	52.6%
	Male	73	47.4%
ETHNICITY	American Indian or Alaska Native	0	0.0%
	Asian	3	1.9%
	Black	6	3.9%
	Hispanic or Latino	19	12.3%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	126	81.8%
OCCUPATIONAL GROUP	Administrative Support and Related	15	9.7%
	Enforcement and Protective Services	0	0.0%
	Financial Services	39	25.3%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	4	2.6%
	Medical	0	0.0%
	Physical Sciences and Engineering	8	5.2%
	Professional Services	87	56.5%
	Senior Executive Service	1	0.6%
	State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%	
SEPARATIONS	Death	0	0.0%
	Involuntary	0	0.0%
	Retire	6	3.9%
	Voluntary	15	9.7%
CLASSES WITH THE MOST EMPLOYEES	GENERAL PROFESSIONAL III	26	16.9%
	GENERAL PROFESSIONAL VI	15	9.7%
	PROPERTY TAX SPEC II	10	6.5%
	GENERAL PROFESSIONAL IV	9	5.8%
	PROPERTY TAX SPEC I	8	5.2%
	ADMIN ASSISTANT III	8	5.2%

DEPT OF MILITARY & VETERANS AFFAIRS

Total Employees	Average Annual Salary	Average Age	Average Years of Service
91	\$46,904	47.4	6.9

Number

Percent

GENDER

Female	20	22.0%
Male	71	78.0%

ETHNICITY

American Indian or Alaska Native	2	2.2%
Asian	3	3.3%
Black	7	7.7%
Hispanic or Latino	8	8.8%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	71	78.0%

OCCUPATIONAL GROUP

Administrative Support and Related	9	9.9%
Enforcement and Protective Services	5	5.5%
Financial Services	6	6.6%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	37	40.7%
Medical	0	0.0%
Physical Sciences and Engineering	7	7.7%
Professional Services	27	29.7%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	0	0.0%
Involuntary	1	1.1%
Retire	7	7.7%
Voluntary	7	7.7%

CLASSES WITH THE MOST EMPLOYEES

STRUCTURAL TRADES II	9	9.9%
GENERAL PROFESSIONAL III	8	8.8%
AIR TRAFFIC CONTRL II	6	6.6%
PIPE/MECH TRADES II	6	6.6%
ADMIN ASSISTANT II	5	5.5%

DEPT OF NATURAL RESOURCES

Total Employees	Average Annual Salary	Average Age	Average Years of Service
1,350	\$55,881	45.3	12.3

		Number	Percent
GENDER	Female	410	30.4%
	Male	940	69.6%
ETHNICITY	American Indian or Alaska Native	6	0.4%
	Asian	12	0.9%
	Black	14	1.0%
	Hispanic or Latino	112	8.3%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	1,206	89.3%
OCCUPATIONAL GROUP	Administrative Support and Related	141	10.4%
	Enforcement and Protective Services	7	0.5%
	Financial Services	46	3.4%
	Health Care Services	9	0.7%
	Labor, Trades, and Crafts	36	2.7%
	Medical	0	0.0%
	Physical Sciences and Engineering	328	24.3%
	Professional Services	774	57.3%
	Senior Executive Service	9	0.7%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	6	0.4%
	Involuntary	9	0.7%
	Retire	51	3.8%
	Voluntary	23	1.7%
CLASSES WITH THE MOST EMPLOYEES	WILDLIFE MANAGER III	173	12.8%
	TECHNICIAN IV	98	7.3%
	ADMIN ASSISTANT III	78	5.8%
	TECHNICIAN III	60	4.4%
	ENGR/PHYS SCI TECH II	55	4.1%

DEPT OF PERSONNEL & ADMINISTRATION

Total Employees	Average Annual Salary	Average Age	Average Years of Service
531	\$52,498	45.9	10.7

		Number	Percent
GENDER	Female	250	47.1%
	Male	281	52.9%
ETHNICITY	American Indian or Alaska Native	5	0.9%
	Asian	12	2.3%
	Black	27	5.1%
	Hispanic or Latino	105	19.8%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	382	71.9%
OCCUPATIONAL GROUP	Administrative Support and Related	134	25.2%
	Enforcement and Protective Services	1	0.2%
	Financial Services	47	8.9%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	83	15.6%
	Medical	0	0.0%
	Physical Sciences and Engineering	44	8.3%
	Professional Services	215	40.5%
	Senior Executive Service	7	1.3%
	State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%	
SEPARATIONS	Death	1	0.2%
	Involuntary	4	0.8%
	Retire	25	4.7%
	Voluntary	27	5.1%
CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT II	22	4.1%
	ADMIN ASSISTANT III	23	4.3%
	GENERAL PROFESSIONAL III	25	4.7%
	GENERAL PROFESSIONAL IV	19	3.6%
	IT PROFESSIONAL II	23	4.3%

DEPT OF PUBLIC HEALTH & ENVIRONMENT

Total Employees	Average Annual Salary	Average Age	Average Years of Service
1,085	\$59,318	46.0	9.7

		Number	Percent
GENDER	Female	659	60.7%
	Male	426	39.3%
ETHNICITY	American Indian or Alaska Native	8	0.7%
	Asian	31	2.9%
	Black	66	6.1%
	Hispanic or Latino	81	7.5%
	Native Hawaiian or Pacific Islander	1	0.1%
	White, Non-Hispanic	898	82.8%
OCCUPATIONAL GROUP	Administrative Support and Related	143	13.2%
	Enforcement and Protective Services	0	0.0%
	Financial Services	39	3.6%
	Health Care Services	161	14.8%
	Labor, Trades, and Crafts	16	1.5%
	Medical	5	0.5%
	Physical Sciences and Engineering	348	32.1%
	Professional Services	372	34.3%
	Senior Executive Service	1	0.1%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	2	0.2%
	Involuntary	9	0.8%
	Retire	35	3.2%
	Voluntary	54	5.0%
CLASSES WITH THE MOST EMPLOYEES	ENVIRON PROTECT SPEC II	90	8.3%
	ADMIN ASSISTANT III	71	6.5%
	GENERAL PROFESSIONAL III	61	5.6%
	HEALTH PROFESSIONAL IV	59	5.4%
	GENERAL PROFESSIONAL IV	57	5.3%

DEPT OF PUBLIC SAFETY

Total Employees	Average Annual Salary	Average Age	Average Years of Service
1,248	\$53,699	40.6	10.2

		Number	Percent
GENDER	Female	412	33.0%
	Male	836	67.0%
ETHNICITY	American Indian or Alaska Native	13	1.0%
	Asian	18	1.4%
	Black	30	2.4%
	Hispanic or Latino	127	10.2%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	1,060	84.9%
OCCUPATIONAL GROUP	Administrative Support and Related	232	18.6%
	Enforcement and Protective Services	759	60.8%
	Financial Services	21	1.7%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	30	2.4%
	Medical	0	0.0%
	Physical Sciences and Engineering	1	0.1%
	Professional Services	201	16.1%
	Senior Executive Service	4	0.3%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	1	0.1%
	Involuntary	15	1.2%
	Retire	38	3.0%
	Voluntary	62	5.0%
CLASSES WITH THE MOST EMPLOYEES	STATE PATROL TROOPER	417	33.4%
	STATE PATROL TROOPER III	127	10.2%
	POLICE COMMUNICATION TECH	104	8.3%
	STATE PATROL SUPERVISOR	76	6.1%
	ADMIN ASSISTANT III	58	4.6%

DEPT OF REGULATORY AGENCIES

Total Employees	Average Annual Salary	Average Age	Average Years of Service
496	\$59,670	48.5	11.0

		Number	Percent
GENDER	Female	281	56.7%
	Male	215	43.3%
ETHNICITY	American Indian or Alaska Native	4	0.8%
	Asian	9	1.8%
	Black	47	9.5%
	Hispanic or Latino	45	9.1%
	Native Hawaiian or Pacific Islander	1	0.2%
	White, Non-Hispanic	390	78.6%
OCCUPATIONAL GROUP	Administrative Support and Related	97	19.6%
	Enforcement and Protective Services	28	5.6%
	Financial Services	130	26.2%
	Health Care Services	8	1.6%
	Labor, Trades, and Crafts	40	8.1%
	Medical	0	0.0%
	Physical Sciences and Engineering	19	3.8%
	Professional Services	173	34.9%
	Senior Executive Service	1	0.2%
	State Auditor's Office Auditors	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	6	1.2%
	Retire	22	4.4%
	Voluntary	21	4.2%
CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT III	50	10.1%
	ADMIN ASSISTANT II	37	7.5%
	INSPECTOR II	36	7.3%
	PROGRAM ASSISTANT I	29	5.8%
	FIN/CREDIT EXAMINER II	27	5.4%

DEPT OF REVENUE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
1,352	\$48,710	46.9	11.6

Number

Percent

GENDER

Female	741	54.8%
Male	611	45.2%

ETHNICITY

American Indian or Alaska Native	15	1.1%
Asian	33	2.4%
Black	90	6.7%
Hispanic or Latino	213	15.8%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	1,001	74.0%

OCCUPATIONAL GROUP

Administrative Support and Related	469	34.7%
Enforcement and Protective Services	70	5.2%
Financial Services	358	26.5%
Health Care Services	2	0.1%
Labor, Trades, and Crafts	12	0.9%
Medical	0	0.0%
Physical Sciences and Engineering	17	1.3%
Professional Services	418	30.9%
Senior Executive Service	6	0.4%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	4	0.3%
Involuntary	22	1.6%
Retire	59	4.4%
Voluntary	57	4.2%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT II	201	14.9%
TAX EXAMINER I	95	7.0%
PORT OF ENTRY I	79	5.8%
DRIVER'S LIC EXAM I	72	5.3%
ADMIN ASSISTANT III	52	3.8%
CRIMINAL INVESTIGATOR I	46	3.4%

DEPT OF STATE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
101	\$45,161	42.9	5.7

		Number	Percent
GENDER	Female	59	58.4%
	Male	42	41.6%
ETHNICITY	American Indian or Alaska Native	1	1.0%
	Asian	3	3.0%
	Black	10	9.9%
	Hispanic or Latino	10	9.9%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	77	76.2%
OCCUPATIONAL GROUP	Administrative Support and Related	45	44.6%
	Enforcement and Protective Services	0	0.0%
	Financial Services	4	4.0%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	0	0.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	52	51.5%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	2	2.0%
	Retire	1	1.0%
	Voluntary	7	6.9%
CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT II	32	31.7%
	ADMIN ASSISTANT III	7	6.9%
	PROGRAM ASSISTANT I	7	6.9%
	IT PROFESSIONAL II	7	6.9%
	GENERAL PROFESSIONAL III	6	5.9%

DEPT OF TRANSPORTATION

Total Employees	Average Annual Salary	Average Age	Average Years of Service
3,097	\$37,164	45.8	11.5

		Number	Percent
GENDER	Female	541	17.5%
	Male	2,556	82.5%
ETHNICITY	American Indian or Alaska Native	44	1.4%
	Asian	57	1.8%
	Black	72	2.3%
	Hispanic or Latino	482	15.6%
	Native Hawaiian or Pacific Islander	1	0.0%
	White, Non-Hispanic	2,441	78.8%
OCCUPATIONAL GROUP	Administrative Support and Related	137	4.4%
	Enforcement and Protective Services	0	0.0%
	Financial Services	76	2.5%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	1,680	54.2%
	Medical	0	0.0%
	Physical Sciences and Engineering	752	24.3%
	Professional Services	439	14.2%
	Senior Executive Service	13	0.4%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	6	0.2%
	Involuntary	33	1.1%
	Retire	81	2.6%
	Voluntary	105	3.4%
CLASSES WITH THE MOST EMPLOYEES	TRANSPORTATION MTC I	956	30.9%
	TRANSPORTATION MTC II	279	9.0%
	PROFESSIONAL ENGINEER I	158	5.1%
	ADMIN ASSISTANT III	91	2.9%
	EQUIPMENT MECHANIC III	84	2.7%

DEPT OF TREASURY

Total Employees	Average Annual Salary	Average Age	Average Years of Service
22	\$56,002	45.7	10.0

Number

Percent

GENDER

Female	16	72.7%
Male	6	27.3%

ETHNICITY

American Indian or Alaska Native	1	4.5%
Asian	1	4.5%
Black	0	0.0%
Hispanic or Latino	1	4.5%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	19	86.4%

OCCUPATIONAL GROUP

Administrative Support and Related	4	18.2%
Enforcement and Protective Services	0	0.0%
Financial Services	14	63.6%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	0	0.0%
Medical	0	0.0%
Physical Sciences and Engineering	0	0.0%
Professional Services	4	18.2%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	0	0.0%
Involuntary	0	0.0%
Retire	0	0.0%
Voluntary	1	4.5%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT II	4	18.2%
ACCOUNTING TECHNICIAN III	3	13.6%
INVESTMENT OFFICER II	2	9.1%
GENERAL PROFESSIONAL IV	2	9.1%
AUDITOR II	2	9.1%

GOVERNOR'S OFFICE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
7	\$61,982	50.8	10.1

		Number	Percent
GENDER	Female	5	71.4%
	Male	2	28.6%
ETHNICITY	American Indian or Alaska Native	0	0.0%
	Asian	0	0.0%
	Black	0	0.0%
	Hispanic or Latino	0	0.0%
	Native Hawaiian or Pacific Islander	1	14.3%
	White, Non-Hispanic	6	85.7%
OCCUPATIONAL GROUP	Administrative Support and Related	1	14.3%
	Enforcement and Protective Services	0	0.0%
	Financial Services	0	0.0%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	0	0.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	6	85.7%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%	
SEPARATIONS	Death	0	0.0%
	Involuntary	0	0.0%
	Retire	0	0.0%
	Voluntary	0	0.0%
CLASSES WITH THE MOST EMPLOYEES	GENERAL PROFESSIONAL II	1	14.3%
	ADMIN ASSISTANT I	1	14.3%
	MANAGEMENT	1	14.3%
	GENERAL PROFESSIONAL VII	1	14.3%
	PROGRAM ASSISTANT II	1	14.3%
	GENERAL PROFESSIONAL III	1	14.3%
	IT PROFESSIONAL III	1	14.3%

STATE AUDITOR'S OFFICE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
55	\$61,230	36.2	5.5

		Number	Percent
GENDER	Female	42	76.4%
	Male	13	23.6%
ETHNICITY	American Indian or Alaska Native	0	0.0%
	Asian	1	1.8%
	Black	3	5.5%
	Hispanic or Latino	2	3.6%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	49	89.1%
OCCUPATIONAL GROUP	Administrative Support and Related	2	3.6%
	Enforcement and Protective Services	0	0.0%
	Financial Services	0	0.0%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	0	0.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	4	7.3%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	49	89.1%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	0	0.0%
	Retire	0	0.0%
	Voluntary	6	10.9%
CLASSES WITH THE MOST EMPLOYEES	PILOT - TEST	49	89.1%
	GENERAL PROFESSIONAL V	2	3.6%
	GENERAL PROFESSIONAL IV	1	1.8%
	PROGRAM ASSISTANT II	1	1.8%
	ADMIN ASSISTANT II	1	1.8%
	ADMIN ASSISTANT III	1	1.8%

COLORADO COMMISSION ON HIGHER EDUCATION

Total Employees	Average Annual Salary	Average Age	Average Years of Service
4	\$38,898	50.9	17.1

		Number	Percent
GENDER	Female	4	100.0%
	Male	0	0.0%
ETHNICITY	American Indian or Alaska Native	0	0.0%
	Asian	0	0.0%
	Black	0	0.0%
	Hispanic or Latino	2	50.0%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	2	50.0%
OCCUPATIONAL GROUP	Administrative Support and Related	3	75.0%
	Enforcement and Protective Services	0	0.0%
	Financial Services	0	0.0%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	0	0.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	1	25.0%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	0	0.0%
	Retire	0	0.0%
	Voluntary	1	25.0%
CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT III	2	50.0%
	PROGRAM ASSISTANT II	1	25.0%
	ADMIN ASSISTANT II	1	25.0%

COLORADO HISTORICAL SOCIETY

Total Employees	Average Annual Salary	Average Age	Average Years of Service
40	\$37,013	45.0	10.2

Number

Percent

GENDER

Female	23	85.2%
Male	17	17.3%

ETHNICITY

American Indian or Alaska Native	0	0.0%
Asian	3	7.5%
Black	2	5.0%
Hispanic or Latino	8	20.0%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	27	67.5%

OCCUPATIONAL GROUP

Administrative Support and Related	14	35.0%
Enforcement and Protective Services	0	0.0%
Financial Services	3	7.5%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	8	20.0%
Medical	0	0.0%
Physical Sciences and Engineering	0	0.0%
Professional Services	15	37.5%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	0	0.0%
Involuntary	0	0.0%
Retire	1	2.5%
Voluntary	0	0.0%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT II	6	15.0%
ADMIN ASSISTANT I	3	7.5%
PROGRAM ASSISTANT I	3	7.5%
SECURITY I	3	7.5%
PROGRAM ASSISTANT II	3	7.5%

COLORADO STUDENT LOAN PROGRAM

Total Employees	Average Annual Salary	Average Age	Average Years of Service
113	\$38,430	45.5	8.2

Number

Percent

GENDER

Female	81	71.7%
Male	32	28.3%

ETHNICITY

American Indian or Alaska Native	3	2.7%
Asian	1	0.9%
Black	19	16.8%
Hispanic or Latino	24	21.2%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	66	58.4%

OCCUPATIONAL GROUP

Administrative Support and Related	83	73.5%
Enforcement and Protective Services	1	0.9%
Financial Services	1	0.9%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	2	1.8%
Medical	0	0.0%
Physical Sciences and Engineering	1	0.9%
Professional Services	25	22.1%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	0	0.0%
Involuntary	3	2.7%
Retire	0	0.0%
Voluntary	42	37.2%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT II	48	42.5%
ADMIN ASSISTANT III	11	9.7%
COLLECTIONS REP II	11	9.7%
IT PROFESSIONAL IV	5	4.4%
OFFICE MANAGER I	5	4.4%
IT PROFESSIONAL II	5	4.4%
PROGRAM ASSISTANT I	5	4.4%

ADAMS STATE COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
100	\$33,990	44.8	10.5

Number

Percent

GENDER

Female	53	53.0%
Male	47	47.0%

ETHNICITY

American Indian or Alaska Native	1	1.0%
Asian	0	0.0%
Black	0	0.0%
Hispanic or Latino	44	44.0%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	55	55.0%

OCCUPATIONAL GROUP

Administrative Support and Related	39	39.0%
Enforcement and Protective Services	3	3.0%
Financial Services	6	6.0%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	33	33.0%
Medical	0	0.0%
Physical Sciences and Engineering	1	1.0%
Professional Services	18	18.0%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	0	0.0%
Involuntary	0	0.0%
Retire	0	0.0%
Voluntary	11	11.0%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT II	18	18.0%
CUSTODIAN I	14	14.0%
ADMIN ASSISTANT I	12	12.0%
STRUCTURAL TRADES II	7	7.0%
GROUNDS & NURSERY I	5	5.0%
ADMIN ASSISTANT III	5	5.0%

ARAPAHOE COMMUNITY COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
123	\$35,266	45.1	6.7

Number **Percent**

GENDER

Female	68	55.3%
Male	55	44.7%

ETHNICITY

American Indian or Alaska Native	2	1.6%
Asian	3	2.4%
Black	3	2.4%
Hispanic or Latino	24	19.5%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	91	74.0%

OCCUPATIONAL GROUP

Administrative Support and Related	36	29.3%
Enforcement and Protective Services	5	4.1%
Financial Services	13	10.6%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	39	31.7%
Medical	0	0.0%
Physical Sciences and Engineering	3	2.4%
Professional Services	22	17.9%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	5	4.1%

SEPARATIONS

Death	1	0.8%
Involuntary	8	6.5%
Retire	3	2.4%
Voluntary	18	14.6%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT III	16	13.0%
CUSTODIAN I	11	8.9%
ADMIN ASSISTANT II	11	8.9%
STRUCTURAL TRADES II	6	4.9%
EARLY CHILDHOOD EDUC I	5	4.1%
GENERAL PROFESSIONAL III	5	4.1%
GENERAL LABOR I	5	4.1%

AURARIA HIGHER EDUCATION CENTER

Total Employees	Average Annual Salary	Average Age	Average Years of Service
286	\$36,064	45.8	9.4

		Number	Percent
GENDER	Female	110	38.5%
	Male	176	61.5%
ETHNICITY	American Indian or Alaska Native	3	1.0%
	Asian	12	4.2%
	Black	25	8.7%
	Hispanic or Latino	109	38.1%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	137	47.9%
OCCUPATIONAL GROUP	Administrative Support and Related	39	13.6%
	Enforcement and Protective Services	15	5.2%
	Financial Services	12	4.2%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	170	59.4%
	Medical	0	0.0%
	Physical Sciences and Engineering	8	2.8%
	Professional Services	42	14.7%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	35	12.2%
	Retire	7	2.4%
	Voluntary	40	14.0%
CLASSES WITH THE MOST EMPLOYEES	CUSTODIAN I	74	25.9%
	ADMIN ASSISTANT II	16	5.6%
	STRUCTURAL TRADES II	13	4.5%
	CUSTODIAN II	13	4.5%
	GENERAL PROFESSIONAL III	10	3.5%

COLORADO COMMUNITY COLLEGE SYSTEM

Total Employees	Average Annual Salary	Average Age	Average Years of Service
91	\$50,289	45.7	11.0

		Number	Percent
GENDER	Female	58	63.7%
	Male	33	36.3%

ETHNICITY	American Indian or Alaska Native	1	1.1%
	Asian	4	4.4%
	Black	2	2.2%
	Hispanic or Latino	7	7.7%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	77	84.6%

OCCUPATIONAL GROUP	Administrative Support and Related	30	33.0%
	Enforcement and Protective Services	0	0.0%
	Financial Services	4	4.4%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	0	0.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	57	62.6%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%

SEPARATIONS	Death	1	1.1%
	Involuntary	3	3.3%
	Retire	5	5.5%
	Voluntary	4	4.4%

CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT III	18	19.8%
	IT PROFESSIONAL II	17	18.7%
	IT PROFESSIONAL III	8	8.8%
	IT TECHNICIAN II	7	7.7%
	IT PROFESSIONAL I	7	7.7%

COLORADO NORTHWESTERN COMMUNITY COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
40	\$31,508	42.2	8.5

		Number	Percent
GENDER	Female	31	77.5%
	Male	9	22.5%
ETHNICITY	American Indian or Alaska Native	0	0.0%
	Asian	0	0.0%
	Black	0	0.0%
	Hispanic or Latino	2	5.0%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	38	95.0%
OCCUPATIONAL GROUP	Administrative Support and Related	19	47.5%
	Enforcement and Protective Services	0	0.0%
	Financial Services	4	10.0%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	15	37.5%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	2	5.0%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	0	0.0%
	Retire	0	0.0%
	Voluntary	3	7.5%
CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT II	10	25.0%
	CUSTODIAN I	5	12.5%
	ADMIN ASSISTANT III	5	12.5%
	ACCOUNTING TECHNICIAN II	3	7.5%
	STRUCTURAL TRADES II	3	7.5%

COLORADO SCHOOL OF MINES

Total Employees	Average Annual Salary	Average Age	Average Years of Service
264	\$41,859	47.6	9.5

Number Percent

GENDER

Female	124	47.0%
Male	140	53.0%

ETHNICITY

American Indian or Alaska Native	4	1.5%
Asian	3	1.1%
Black	7	2.7%
Hispanic or Latino	18	6.8%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	232	87.9%

OCCUPATIONAL GROUP

Administrative Support and Related	45	17.0%
Enforcement and Protective Services	5	1.9%
Financial Services	13	4.9%
Health Care Services	5	1.9%
Labor, Trades, and Crafts	96	36.4%
Medical	0	0.0%
Physical Sciences and Engineering	23	8.7%
Professional Services	77	29.2%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	1	0.4%
Involuntary	11	4.2%
Retire	8	3.0%
Voluntary	18	6.8%

CLASSES WITH THE MOST EMPLOYEES

CUSTODIAN I	38	14.4%
PROGRAM ASSISTANT I	21	8.0%
ADMIN ASSISTANT III	19	7.2%
ADMIN ASSISTANT II	14	5.3%
IT PROFESSIONAL II	14	5.3%

COMMUNITY COLLEGE OF AURORA

Total Employees	Average Annual Salary	Average Age	Average Years of Service
56	\$37,615	45.8	8.5

Number

Percent

GENDER

Female	37	66.1%
Male	19	33.9%

ETHNICITY

American Indian or Alaska Native	1	1.8%
Asian	4	7.1%
Black	9	16.1%
Hispanic or Latino	6	10.7%
Native Hawaiian or Pacific Islander	1	1.8%
White, Non-Hispanic	35	62.5%

OCCUPATIONAL GROUP

Administrative Support and Related	24	42.9%
Enforcement and Protective Services	0	0.0%
Financial Services	7	12.5%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	9	16.1%
Medical	0	0.0%
Physical Sciences and Engineering	4	7.1%
Professional Services	12	21.4%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	0	0.0%
Involuntary	7	12.5%
Retire	1	1.8%
Voluntary	4	7.1%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT III	19	33.9%
IT TECHNICIAN II	5	8.9%
ACCOUNTING TECHNICIAN III	4	7.1%
CUSTODIAN I	3	5.4%
GENERAL PROFESSIONAL I	3	5.4%

COMMUNITY COLLEGE OF DENVER

Total Employees	Average Annual Salary	Average Age	Average Years of Service
55	\$39,755	45.3	10.9

		Number	Percent
GENDER	Female	45	81.8%
	Male	10	18.2%
ETHNICITY	American Indian or Alaska Native	1	1.8%
	Asian	1	1.8%
	Black	9	16.4%
	Hispanic or Latino	22	40.0%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	22	40.0%
OCCUPATIONAL GROUP	Administrative Support and Related	25	45.5%
	Enforcement and Protective Services	0	0.0%
	Financial Services	7	12.7%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	4	7.3%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	19	34.5%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	2	3.6%
	Retire	2	3.6%
	Voluntary	9	16.4%
CLASSES WITH THE MOST EMPLOYEES	GENERAL PROFESSIONAL II	12	21.8%
	ADMIN ASSISTANT III	10	18.2%
	ADMIN ASSISTANT II	7	12.7%
	OFFICE MANAGER I	6	10.9%
	CUSTODIAN I	2	3.6%
	DATA SPECIALIST	2	3.6%
	ACCOUNTING TECHNICIAN III	2	3.6%
	ARTS PROFESSIONAL II	2	3.6%
	ACCOUNTANT I	2	3.6%
	PROGRAM ASSISTANT I	2	3.6%

FORT LEWIS COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
186	\$37,776	46.8	8.7

Number

Percent

GENDER

Female	111	59.7%
Male	75	40.3%

ETHNICITY

American Indian or Alaska Native	3	1.6%
Asian	0	0.0%
Black	2	1.1%
Hispanic or Latino	20	10.8%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	161	86.6%

OCCUPATIONAL GROUP

Administrative Support and Related	54	29.0%
Enforcement and Protective Services	5	2.7%
Financial Services	11	5.9%
Health Care Services	3	1.6%
Labor, Trades, and Crafts	61	32.8%
Medical	0	0.0%
Physical Sciences and Engineering	4	2.2%
Professional Services	48	25.8%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	1	0.5%
Involuntary	0	0.0%
Retire	0	0.0%
Voluntary	19	10.2%

CLASSES WITH THE MOST EMPLOYEES

CUSTODIAN I	22	11.8%
ADMIN ASSISTANT II	22	11.8%
ADMIN ASSISTANT III	20	10.8%
PROGRAM ASSISTANT I	13	7.0%
LIBRARY TECHNICIAN II	8	4.3%

FRONT RANGE COMMUNITY COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
243	\$33,648	45.8	7.0

		Number	Percent
GENDER	Female	162	66.7%
	Male	81	33.3%
ETHNICITY	American Indian or Alaska Native	3	1.2%
	Asian	14	5.8%
	Black	3	1.2%
	Hispanic or Latino	28	11.5%
	Native Hawaiian or Pacific Islander	1	0.4%
	White, Non-Hispanic	194	79.8%
OCCUPATIONAL GROUP	Administrative Support and Related	84	34.6%
	Enforcement and Protective Services	0	0.0%
	Financial Services	18	7.4%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	52	21.4%
	Medical	0	0.0%
	Physical Sciences and Engineering	12	4.9%
	Professional Services	63	25.9%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	14	5.8%
SEPARATIONS	Death	0	0.0%
	Involuntary	4	1.6%
	Retire	7	2.9%
	Voluntary	11	4.5%
CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT III	46	18.9%
	ADMIN ASSISTANT II	25	10.3%
	CUSTODIAN I	15	6.2%
	PROGRAM ASSISTANT I	12	4.9%
	LABORATORY COORD I	11	4.5%
	GENERAL PROFESSIONAL II	11	4.5%

LAMAR COMMUNITY COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
20	\$30,558	50.3	9.8

		Number	Percent
GENDER	Female	12	60.0%
	Male	8	40.0%
ETHNICITY	American Indian or Alaska Native	0	0.0%
	Asian	0	0.0%
	Black	0	0.0%
	Hispanic or Latino	6	30.0%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	14	70.0%
OCCUPATIONAL GROUP	Administrative Support and Related	6	30.0%
	Enforcement and Protective Services	0	0.0%
	Financial Services	4	20.0%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	10	50.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	0	0.0%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	0	0.0%
	Retire	2	10.0%
	Voluntary	1	5.0%
CLASSES WITH THE MOST EMPLOYEES	CUSTODIAN I	5	25.0%
	ADMIN ASSISTANT III	3	15.0%
	ACCOUNTING TECHNICIAN III	2	10.0%
	ADMIN ASSISTANT II	2	10.0%
	STRUCTURAL TRADES II	2	10.0%

LOWRY HIGHER EDUCATION CENTER

Total Employees	Average Annual Salary	Average Age	Average Years of Service
34	\$34,452	45.5	6.5

		Number	Percent
GENDER	Female	10	29.4%
	Male	24	70.6%

ETHNICITY	American Indian or Alaska Native	1	2.9%
	Asian	1	2.9%
	Black	1	2.9%
	Hispanic or Latino	12	35.3%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	19	55.9%

OCCUPATIONAL GROUP	Administrative Support and Related	1	2.9%
	Enforcement and Protective Services	0	0.0%
	Financial Services	2	5.9%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	25	73.5%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	6	17.6%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%

SEPARATIONS	Death	0	0.0%
	Involuntary	3	8.8%
	Retire	0	0.0%
	Voluntary	6	17.6%

CLASSES WITH THE MOST EMPLOYEES	CUSTODIAN I	9	26.5%
	SECURITY I	4	11.8%
	PROGRAM ASSISTANT I	3	8.8%
	ACCOUNTANT II	2	5.9%
	GROUND'S & NURSERY I	2	5.9%
	STRUCTURAL TRADES II	2	5.9%

MESA STATE COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
111	\$32,572	47.7	8.1

		Number	Percent
GENDER	Female	68	61.3%
	Male	43	38.7%
ETHNICITY	American Indian or Alaska Native	2	1.8%
	Asian	2	1.8%
	Black	0	0.0%
	Hispanic or Latino	6	5.4%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	101	91.0%
OCCUPATIONAL GROUP	Administrative Support and Related	44	39.6%
	Enforcement and Protective Services	0	0.0%
	Financial Services	10	9.0%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	42	37.8%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	15	13.5%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	7	6.3%
	Retire	3	2.7%
	Voluntary	10	9.0%
CLASSES WITH THE MOST EMPLOYEES	CUSTODIAN I	22	19.8%
	ADMIN ASSISTANT II	18	16.2%
	ADMIN ASSISTANT III	12	10.8%
	STRUCTURAL TRADES II	7	6.3%
	ACCOUNTING TECHNICIAN I	6	5.4%
	ADMIN ASSISTANT I	4	3.6%
	IT PROFESSIONAL I	4	3.6%

METROPOLITAN STATE COLLEGE OF DENVER

Total Employees	Average Annual Salary	Average Age	Average Years of Service
236	\$44,590	45.4	11.2

		Number	Percent
GENDER	Female	161	68.2%
	Male	75	31.8%
ETHNICITY	American Indian or Alaska Native	4	1.7%
	Asian	12	5.1%
	Black	9	3.8%
	Hispanic or Latino	49	20.8%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	162	68.6%
OCCUPATIONAL GROUP	Administrative Support and Related	82	34.7%
	Enforcement and Protective Services	0	0.0%
	Financial Services	26	11.0%
	Health Care Services	10	4.2%
	Labor, Trades, and Crafts	0	0.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	10	4.2%
	Professional Services	98	41.5%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	10	4.2%
SEPARATIONS	Death	1	0.4%
	Involuntary	20	8.5%
	Retire	10	4.2%
	Voluntary	18	7.6%
\CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT III	53	22.5%
	PROGRAM ASSISTANT I	22	9.3%
	ADMIN ASSISTANT II	16	6.8%
	IT PROFESSIONAL I	14	5.9%
	IT PROFESSIONAL III	11	4.7%

MORGAN COMMUNITY COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
25	\$29,266	46.1	5.9

Number

Percent

GENDER

Female	21	84.0%
Male	4	16.0%

ETHNICITY

American Indian or Alaska Native	0	0.0%
Asian	0	0.0%
Black	0	0.0%
Hispanic or Latino	2	8.0%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	23	92.0%

OCCUPATIONAL GROUP

Administrative Support and Related	14	56.0%
Enforcement and Protective Services	0	0.0%
Financial Services	3	12.0%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	5	20.0%
Medical	0	0.0%
Physical Sciences and Engineering	2	8.0%
Professional Services	1	4.0%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	0	0.0%
Involuntary	0	0.0%
Retire	2	8.0%
Voluntary	2	8.0%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT I	5	20.0%
ADMIN ASSISTANT II	4	16.0%
ACCOUNTING TECHNICIAN II	3	12.0%
ADMIN ASSISTANT III	3	12.0%
CUSTODIAN I	2	8.0%

NORTHEASTERN JUNIOR COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
54	\$29,855	49.7	11.1

Number Percent

GENDER

Female	36	66.7%
Male	18	33.3%

ETHNICITY

American Indian or Alaska Native	0	0.0%
Asian	0	0.0%
Black	0	0.0%
Hispanic or Latino	4	7.4%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	50	92.6%

OCCUPATIONAL GROUP

Administrative Support and Related	23	42.6%
Enforcement and Protective Services	0	0.0%
Financial Services	3	5.6%
Health Care Services	1	1.9%
Labor, Trades, and Crafts	24	44.4%
Medical	0	0.0%
Physical Sciences and Engineering	0	0.0%
Professional Services	1	1.9%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	2	3.7%

SEPARATIONS

Death	1	1.9%
Involuntary	8	14.8%
Retire	5	9.3%
Voluntary	1	1.9%

CLASSES WITH THE MOST EMPLOYEES

CUSTODIAN I	12	22.2%
ADMIN ASSISTANT II	10	18.5%
ADMIN ASSISTANT III	5	9.3%
LIBRARY TECHNICIAN II	3	5.6%
GENERAL LABOR I	3	5.6%

OTERO JUNIOR COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
32	\$29,336	44.6	11.8

Number Percent

GENDER		Number	Percent
	Female	15	46.9%
Male	17	53.1%	

ETHNICITY		Number	Percent
	American Indian or Alaska Native	0	0.0%
	Asian	0	0.0%
	Black	0	0.0%
	Hispanic or Latino	18	56.3%
	Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	14	43.8%	

OCCUPATIONAL GROUP		Number	Percent
	Administrative Support and Related	9	28.1%
	Enforcement and Protective Services	0	0.0%
	Financial Services	4	12.5%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	19	59.4%
	Medical	0	0.0%
	Physical Sciences and Engineering	0	0.0%
	Professional Services	0	0.0%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%	

SEPARATIONS		Number	Percent
	Death	0	0.0%
	Involuntary	0	0.0%
	Retire	1	3.1%
Voluntary	1	3.1%	

CLASSES WITH THE MOST EMPLOYEES		Number	Percent
	CUSTODIAN I	8	25.0%
	ACCOUNTING TECHNICIAN I	4	12.5%
	ADMIN ASSISTANT II	3	9.4%
	ADMIN ASSISTANT I	3	9.4%
	STRUCTURAL TRADES II	2	6.3%
	GROUNDS & NURSERY I	2	6.3%
	SECURITY I	2	6.3%
LIBRARY TECHNICIAN I	2	6.3%	

PIKES PEAK COMMUNITY COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
219	\$37,878	44.1	8.2

Number

Percent

GENDER

Female	136	62.1%
Male	83	37.9%

ETHNICITY

American Indian or Alaska Native	3	1.4%
Asian	11	5.0%
Black	15	6.8%
Hispanic or Latino	26	11.9%
Native Hawaiian or Pacific Islander	3	1.4%
White, Non-Hispanic	161	73.5%

OCCUPATIONAL GROUP

Administrative Support and Related	88	40.2%
Enforcement and Protective Services	15	6.8%
Financial Services	17	7.8%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	39	17.8%
Medical	0	0.0%
Physical Sciences and Engineering	8	3.7%
Professional Services	49	22.4%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	3	1.4%

SEPARATIONS

Death	0	0.0%
Involuntary	4	1.8%
Retire	9	4.1%
Voluntary	14	6.4%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT II	34	15.5%
ADMIN ASSISTANT III	32	14.6%
GENERAL PROFESSIONAL II	15	6.8%
POLICE OFFICER I	10	4.6%
ACCOUNTING TECHNICIAN III	9	4.1%

PUEBLO COMMUNITY COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
107	\$32,132	46.6	8.9

Number Percent

GENDER		Number	Percent
	Female	72	67.3%
Male	35	32.7%	

ETHNICITY		Number	Percent
	American Indian or Alaska Native	1	0.9%
	Asian	0	0.0%
	Black	0	0.0%
	Hispanic or Latino	39	36.4%
	Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	67	62.6%	

OCCUPATIONAL GROUP		Number	Percent
	Administrative Support and Related	48	44.9%
	Enforcement and Protective Services	0	0.0%
	Financial Services	10	9.3%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	30	28.0%
	Medical	0	0.0%
	Physical Sciences and Engineering	3	2.8%
	Professional Services	16	15.0%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%

SEPARATIONS		Number	Percent
	Death	0	0.0%
	Involuntary	1	0.9%
	Retire	0	0.0%
Voluntary	4	3.7%	

CLASSES WITH THE MOST EMPLOYEES		Number	Percent
	ADMIN ASSISTANT II	28	26.2%
	CUSTODIAN I	9	8.4%
	ADMIN ASSISTANT III	7	6.5%
	STRUCTURAL TRADES II	6	5.6%
ADMIN ASSISTANT I	6	5.6%	

RED ROCKS COMMUNITY COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
96	\$35,481	45.5	7.8

		Number	Percent
GENDER	Female	68	70.8%
	Male	28	29.2%

ETHNICITY	American Indian or Alaska Native	0	0.0%
	Asian	2	2.1%
	Black	4	4.2%
	Hispanic or Latino	15	15.6%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	75	78.1%

OCCUPATIONAL GROUP	Administrative Support and Related	33	34.4%
	Enforcement and Protective Services	0	0.0%
	Financial Services	9	9.4%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	30	31.3%
	Medical	0	0.0%
	Physical Sciences and Engineering	1	1.0%
	Professional Services	23	24.0%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%

SEPARATIONS	Death	0	0.0%
	Involuntary	1	1.0%
	Retire	3	3.1%
	Voluntary	3	3.1%

CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT III	21	21.9%
	CUSTODIAN I	10	10.4%
	ADMIN ASSISTANT II	9	9.4%
	PROGRAM ASSISTANT I	8	8.3%
	GENERAL PROFESSIONAL II	7	7.3%

TRINIDAD STATE JUNIOR COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
55	\$32,425	48.6	13.7

Number

Percent

GENDER

Female	31	56.4%
Male	24	43.6%

ETHNICITY

American Indian or Alaska Native	0	0.0%
Asian	0	0.0%
Black	0	0.0%
Hispanic or Latino	33	60.0%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	22	40.0%

OCCUPATIONAL GROUP

Administrative Support and Related	21	38.2%
Enforcement and Protective Services	0	0.0%
Financial Services	5	9.1%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	23	41.8%
Medical	0	0.0%
Physical Sciences and Engineering	1	1.8%
Professional Services	5	9.1%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	0	0.0%
Involuntary	1	1.8%
Retire	0	0.0%
Voluntary	2	3.6%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT II	12	21.8%
CUSTODIAN I	11	20.0%
ADMIN ASSISTANT III	5	9.1%
STRUCTURAL TRADES I	5	9.1%
PROGRAM ASSISTANT I	3	5.5%
ACCOUNTING TECHNICIAN II	3	5.5%

UNIVERSITY OF COLORADO - ALL CAMPUSES

Total Employees	Average Annual Salary	Average Age	Average Years of Service
4,266	\$40,097	46.0	9.7

Number

Percent

GENDER

Female	2,585	60.6%
Male	1,723	40.4%

ETHNICITY

American Indian or Alaska Native	46	1.1%
Asian	226	5.3%
Black	265	6.2%
Native Hawaiian or Pacific Islander	295	6.9%
Hispanic or Latino	642	15.0%
White, Non-Hispanic	2,792	65.4%

OCCUPATIONAL GROUP

Administrative Support and Related	1,103	25.9%
Enforcement and Protective Services	81	1.9%
Financial Services	296	6.9%
Health Care Services	285	6.7%
Labor, Trades, and Crafts	1,004	23.5%
Medical	0	0.0%
Physical Sciences and Engineering	133	3.1%
Professional Services	1,340	31.4%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	24	0.6%

SEPARATIONS

Death	9	0.2%
Involuntary	49	1.1%
Retire	105	2.5%
Voluntary	281	6.6%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT III	379	8.9%
ADMIN ASSISTANT II	336	7.9%
CUSTODIAN I	256	6.0%
GENERAL PROFESSIONAL III	234	5.5%
PROGRAM ASSISTANT I	209	4.9%

UNIVERSITY OF NORTHERN COLORADO

Total Employees	Average Annual Salary	Average Age	Average Years of Service
547	\$37,238	47.2	10.8

		Number	Percent
GENDER	Female	344	62.9%
	Male	203	37.1%
ETHNICITY	American Indian or Alaska Native	4	0.7%
	Asian	4	0.7%
	Black	1	0.2%
	Hispanic or Latino	104	19.0%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	434	79.3%
OCCUPATIONAL GROUP	Administrative Support and Related	189	34.6%
	Enforcement and Protective Services	11	2.0%
	Financial Services	33	6.0%
	Health Care Services	6	1.1%
	Labor, Trades, and Crafts	191	34.9%
	Medical	0	0.0%
	Physical Sciences and Engineering	14	2.6%
	Professional Services	103	18.8%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	0	0.0%
	Involuntary	4	0.7%
	Retire	16	2.9%
	Voluntary	40	7.3%
CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT II	62	11.3%
	ADMIN ASSISTANT III	59	10.8%
	CUSTODIAN I	51	9.3%
	DINING SERVICES I	26	4.8%
	LIBRARY TECHNICIAN II	24	4.4%

UNIVERSITY OF SOUTHERN COLORADO

Total Employees	Average Annual Salary	Average Age	Average Years of Service
137	\$38,063	47.7	13.4

		Number	Percent
GENDER	Female	72	52.6%
	Male	65	47.4%
ETHNICITY	American Indian or Alaska Native	1	0.7%
	Asian	3	2.2%
	Black	3	2.2%
	Hispanic or Latino	52	38.0%
	Native Hawaiian or Pacific Islander	0	0.0%
	White, Non-Hispanic	78	56.9%
OCCUPATIONAL GROUP	Administrative Support and Related	53	38.7%
	Enforcement and Protective Services	2	1.5%
	Financial Services	6	4.4%
	Health Care Services	0	0.0%
	Labor, Trades, and Crafts	45	32.8%
	Medical	0	0.0%
	Physical Sciences and Engineering	6	4.4%
	Professional Services	25	18.2%
	Senior Executive Service	0	0.0%
	State Auditor's Office Auditors	0	0.0%
	Teacher	0	0.0%
SEPARATIONS	Death	1	0.7%
	Involuntary	0	0.0%
	Retire	5	3.6%
	Voluntary	8	5.8%
CLASSES WITH THE MOST EMPLOYEES	ADMIN ASSISTANT II	17	12.4%
	ADMIN ASSISTANT III	16	11.7%
	CUSTODIAN I	15	10.9%
	ADMIN ASSISTANT I	9	6.6%
	PROGRAM ASSISTANT I	5	3.6%
	STRUCTURAL TRADES II	5	3.6%

WESTERN STATE COLLEGE

Total Employees	Average Annual Salary	Average Age	Average Years of Service
72	\$38,775	47.0	11.8

Number

Percent

GENDER

Female	39	54.2%
Male	33	45.8%

ETHNICITY

American Indian or Alaska Native	1	1.4%
Asian	0	0.0%
Black	0	0.0%
Hispanic or Latino	3	4.2%
Native Hawaiian or Pacific Islander	0	0.0%
White, Non-Hispanic	68	94.4%

OCCUPATIONAL GROUP

Administrative Support and Related	27	37.5%
Enforcement and Protective Services	0	0.0%
Financial Services	4	5.6%
Health Care Services	0	0.0%
Labor, Trades, and Crafts	28	38.9%
Medical	0	0.0%
Physical Sciences and Engineering	0	0.0%
Professional Services	13	18.1%
Senior Executive Service	0	0.0%
State Auditor's Office Auditors	0	0.0%
Teacher	0	0.0%

SEPARATIONS

Death	0	0.0%
Involuntary	1	1.4%
Retire	0	0.0%
Voluntary	2	2.8%

CLASSES WITH THE MOST EMPLOYEES

ADMIN ASSISTANT III	12	16.7%
ADMIN ASSISTANT II	11	15.3%
CUSTODIAN I	8	11.1%
IT PROFESSIONAL II	5	6.9%
PIPE/MECH TRADES II	2	2.8%
PROGRAM ASSISTANT II	2	2.8%
IT TECHNICIAN II	2	2.8%
PIPE/MECH TRADES I	2	2.8%
STRUCTURAL TRADES I	2	2.8%
STRUCTURAL TRADES II	2	2.8%
LIBRARY TECHNICIAN III	2	2.8%
CUSTODIAN II	2	2.8%
GROUNDS & NURSERY I	2	2.8%
SECURITY I	2	2.8%

State of Colorado
Workforce Report FY 2002-2003

Analysis and Statistics Covering
the State Personnel System

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